Assurance / approval / Reporting Governance Portfolio Level Meetings Joint Committee Mee	-	Primary client	Mar 6013	Apr	May	-		0/2021								2021/2	2022					
Governance Portfolio Level Meetings Joint Committee Mee	etings			Apr	ay			1 1														Comments
Portfolio Level Meetings Joint Committee Mee	-				Σ	Jun .	aug	Sep	Nov	Dec Jan	Feb	Mar Abr	May	unf	Jul	Aug	Oct	Nov	Jan	Feb	Mar	
Meetings Joint Committee Mee	-					-	_	<u> </u>				-			_		_				-	
Joint Committee Mee	-																					
	-																					
Programme Board Mee		SRO, JC, PoMO	x			x	x	x	x	x x	x	x x	x	x	x	x	ιx	x	x x	x	×M	fonthly meeting. August recess.
	5	SRO, PB, PoMO	x		x	x	x	x	x	x x	x	x x	x	x	x	x x	ιx	x	xx	x	хM	fonthly meeting.
Economic Strategy Board Mee	etings	SRO, ESB, PoMO	x			x	x x	x x	x	x x	х	x x	x	x	x	x x	x x	x	хx	x	хM	fonthly meeting
Joint Scrutiny Committee Mee	etings	SRO, JSC, PoMO	x				x	×		x	x	x	:	x		x	x		x	x		feetings every two months. Decmber 2020 neeting cancelled.
,		AB, PoMO				x		x	x		x	_		x		х		:			_	Quarterly meeting
		SRO, PoMO, WG, UKG				X		x x		x x	x	_				x x			хх	_	_	fonthly meetings
		SRO, PoMO, WG					x x	x x		x x	х					x x		x				Veekly meeting
		SRO, PoMO		x		x			_	x x	_	_				x x	_				_	Veekly meeting
PoMO/Project Leads Mee		PoMO, Project Leads PoMO, Prog / Proj Leads				x	x x	x x	x	хх	x	хх	(X	x	x	x x	(X	X	хх	x	x F	ortnightly meetings
	etings									x x			\perp	\square		$ \rightarrow $		⊢				feetings with all Prog / Proj Leads held
WLGA Regional City Deal Directors Mee Key Documentation Review	etings	SRO, WLGA, WG		x		x	x	x		x	X	x	<u></u>	x	<u> </u>	x	x	<u> </u>	x	x	Μ	leetings every two months
	e document. Part of Quarterly Report	SRO, PB, PoMO, JC				x		×	:	x		×		Π	x	Τ	x		x		m M	une 2020 approval at JC / Approval every 6 nonths. Submitted as part of the Quarterly fonitoring Report to PB and JC
Portfolio Business Case Live	e document	SRO, PB, PoMO, JC				x	x	x x		x		x									хA	OR recommendations complete. Portfolio BC pproval gained from JC March 2021. Awaiting pproval from UK / WG
AOR Report Live		SRO, PB, PoMO, JC, WCGIB							x	x x	x	x										Recommendations progressed and implementer n March 2021 version of Portfolio BC
Implementation Plan Live	e document	SRO, PoMO, PB, JC, JSC				x	x															uly 2020 approval at JC. Qoarterly Monitoring Report replaces the Implementation Plan
Portfolio Issues Log Live	e document	SRO, PoMO, PB, JC, JSC	x			x	x	×	:	x		x	:		x		x		x		U R	Ipdated on a quarterly basis in line with Portfoli tisk Register and Covid Impact Assessment
Portfolio Risk Register Live	e document. Part of Quarterly Report	SRO, PoMO, PB, JC, JSC	x			x	x	×		x		x	:		x		x		x		R N	Quarterly to JC / PB JSC in line with Issues Log tisk management strategy presented at PB lovember 2020 and signed off at JC November 020.
M & E plan Live	e document	SRO, PoMO	####			x	x								x	x					Q	Nonthly highlight reports in place from Oct 2020 Quarterly monitoring reports in place from Nov 020. Annual performance report 2021 in draft.
Highlight Report Live	e document	PoMO, JC, PB						x	x	x	x	x	x	x		x x	¢	x	x	x	x K	ey prog / proj activity and risks presented nonthly to JC and PB
Quarterly Monitoring Report Live	e document. Part of Quarterly Report	PoMO, JC, PB						×		x		x	:		x		x		x		n P A	ey achievements last 3 months, activity planne ext 3 months, also includes appendicies: IAAP fortfolio Risk Register, Covid Impact Assessme OR progress, Financial Analysis, Community tenefits,
Covid-19 Impact Assessment Live	e document. Part of Quarterly Report	SRO, PoMO	####		T	x	x	×		x		x	:		x		x		x			Ipdated assessments submitted to PB, JC and SB quarterly.

Intregrated Assurance & Approval Plan	ive document	SRO, PB, PoMO, JC		x)	ĸ		x		x			x		x		Submitted as part of the Quarterly Monitoring Report
Portfolio Business Case		SRO, PB, PoMO, JC, WCGIB		x	x		x x		,	ĸ	x							x	x		AORrecommendations complete. Portfolio BC Approval gained from JC March 2021. Awaiting approval from UK / WG
Implementation Plan	ive document	SRO, PoMO, PB, JC, JSC			x																July 2020 approval at JC. Quarterly Monitoring Report has replaced the Implementation Plan
Portfolio Issues Log Li	ive document	SRO, PoMO, PB, JC, JSC	x	x	x			x	,	ĸ		x		x			x		x		Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment
Portfolio Risk Register	ive document	SRO, PoMO, PB, JC, JSC	x	x	x		x	ſ	>	ĸ		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 Li	ive document	SRO, PoMO	####	x	x									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 Li	ive document	PoMO, JC, PB					x	x	x	x	x		x	x	x	x	×	x		x x	Key prog / proj activity and risks presented monthly to JC and PB
Quarterly Monitoring Report	ive document. Part of Quarterly Report	PoMO, JC, PB					x	r	>	ĸ		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	ive document	SRO, PoMO		x			x)	ĸ		x		x			x		x		Updated assessments submitted to PB and JC quarterly
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO		x															П		SRO appointment in June 2020. RPA submitted
		SRO, PB, PoMO, JC			x									x							Review from July 15 to July 17 2020. Report to JC / PB quarterly. Further review to take place July 2021
Accounting Officer Review (AOR)	NOR	SRO, PB, PoMO, JC, WCGIB					x x	r													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 A	AOR	SRO, PB, PoMO, JC, WCGIB							x		x				1						All recommendations implemented by March
OGC Gateway Process SI	Stage Gate 0 Portfolio Strategic Assessment	PoMO, SRO, PB, JC			x		x							x							Review report to JC / PB quarterly. PoMO implementing recommendations
External Audit Av	Audit	AB, PoMO	IA		x	x	x							x x	x						Audit Wales annual audit approved at JC Sep 2020
Internal Audit Ai	Audit	AB, PoMO					x			x	x						×	×	x		Pembrokeshire Council Internal Audit. Report to Governance Boards in May 2021



Digital Infrastructure

City Deal							202	0/2021	1								20	21/2	022					Comments
Assurance / approval / Reporting	Activity/Product	Primary client	-	>	6	ET.			-	0		~	_				-	_	-		,			
	/ touring/ reduct		Apr	May	nn	P	Aug	Sep	No C	Dec	Jar	Feb	Mai	May	nn	Aud	Sep		Nov Nov		Š.	Jar	Mor	2 2
Governance																								
Digital Programme Board	Live document / Meetings	CCC, PCC, CCS, NPT	T	х	x		x	X	x x			x	х	х х	х	x x	x		x >	:)	C I	x :	x)	 Monthly Programme Board meetings
Carmarthenshire County Council	Council Meetings	CCC		x		П		xx	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				Í		xx	x															Reports/Business Case taken as appropriate for decision and discussion
Joint Committee	Meetings	SRO, JC, PoMO	x	x	x	x	x	xx	x x	x	x	x	x	x x	x	x x	x		x	: >	¢.	x	x	 Monthly meeting - Highlight reports/Project updates provided as requested
SBCD Programme Board	Meetings	SRO, PB,PoMO	x	x	x	x	x	xx	x x	x	x	x	x	x x	x	x x	x		x	:)	c	x	x	 Monthly meeting - Highlight reports/Project updates provided as requested
Economic Strategy Board	Meetings	SRO,ESB.PoMO	x	x	x	x	x	xx	x x	x	x	x	x	x x	x	x x	x		x	:)	c	x	x	 Monthly meeting - Highlight reports/Project updates provided as requested
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO		x		x		x	x		x		x	x		x	x		,	:		x	,	Meeting every two months - Documentation provided as requested
						шĪ																		
	-	-	-																					
Assurance																								
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO			x	Í		x																Provided to regional office in June and to Welsh Government in September
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC						X	x															Completed October 19th, 20th, 21st
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC	T																					
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PoMO, JC				\square																		
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PoMO, JC				\square																		
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PoMO, JC				\square																		
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC	-																					
Programme Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC				\square																		
Programme business case	Live document	SRO, PoMO, PB, JC, JSC				П		×	x x	x														Business Case produced, incremental strengthening and amendments ongoing.
Programme risk reg	Live document	SRO, PoMO, PB, JC, JSC	x	x	x	x	x	xx	x x	x	x	x	x	x x	x	x x	x		x	;)	¢	x	x	amendments ongoing.
Programme M & E plan	Live document	SRO, PoMO, PB, JC, JSC	x	x	x	x	x	xx	x x	x	x	x	x	x x	x	x x	x		x	•	¢	x	x	M & E Plan produced and live. Monthly review and amendments ongoing.
UK and Welsh Gov Policy Workshops	Meetings	SRO, PoMO		x		x		x x	x	x			x		x		x			,	¢		,	x Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.
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L						ш	┶																	_
Audit and risk										-							-							
Audit	Audit	SRO, PB, PoMO, JC	WAO /NAO	WA O/N	WAO /NAO																			annual audit
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Bargen Ddinesig BAE ABERTAWE SWANSEA BAY City Deal	Integrated Assurance a																			
		1		2019/2020			2020/2021			2021/2022		202	/2023		2023/2024			2021/2022		Comments
Assurance / approval / Reporting	Activity/Product	Primary client	Apr May Jun	Aug Sep Oct	Nov Jan Feb	Apr Agr May Jun Jun	Aug Nov Dec	Jan Feb Mar Apr	May Jun Aug	Sap Nov Dec	Jan Feb Mar Apr	May Jun Jul Aug Sep	Oct Nov Jan Feb	Mar Apr May Jun Jul	Aug Nov Dec	Jan Feb Mar Apr	May Jun Jul	Nov Oct	Jan Feb Mar	COMMERCE
Governance																				
Project Level																				
Meetings HAPS Regional Project Board	Meetings	SRO,CCC, PCC, CCS, NPT		1 1 1 1	x x		x x	x x x	111		1 1 1 1 1						x x x >			Monthly meetings
HAPS Regional Technical / Advisory group	Meetings	CCC, PCC, CCS, NPT &			x x	*	x x	* * *								*				To be established. LA lessons learned
	Council Meetings	Pinrs				x														group met Jan 21
Neath Port Talbot Council - RSD CC Swarsea	Council Meetings	CCS		+ + + +	x x	x														Monthly meeting frequency tbc
Camarthenshire CC	Council Meetings	CCC			x	*														frequency tbc
Pembrokeshire CC	Council Meetings	PCC					x x x x x													frequency tbc
SBCD Joint Committee SBCD Programme Board	Meetings Meetings	SRO, JC, PoMO SRO, PB,PoMO				x x x x x x x x	x x x x x	x x x								x	x x x x		x x x	monthly meeting
SBCD Frogramma Board SBCD Economic Strategy Board	Meetings	SRO, ESB.PoMO					x x x x x	x x x								x	x x x y		x x x	monthly meeting
SBCD JSC	Meetings	SRO, JSC, PoMO				x x	x x	x x								x	x x x x	xxx	x x x	monthly meeting
Key Documentation Review	-																			
Intregrated Assurance & Approval Plan	Live document Live document	SRO, HAPS PB, PoMO SRO, HAPS PB, PoMO,					x x x x x	x x x		++++	+ $+$ $+$ $+$ $+$ $+$ $+$					+ $+$ $+$ $+$	+ + + +	+ $+$ $+$ $+$		monthly review
Project Business Case		PB,JC,JSC				x	x x	x												Formally submitted Jan 21
Project Implementation Plan Benefits Realisation Strategy	Live document Live document	SRO, HAPS PB, PoMO, PB, JC, JSC SRO, HAPS PB, PoMO,PB,	\square	$+++\top$	x	x	x x	x x		$ \top$	\square	+++			+++	x	\square	+	++	regular review
		JC. JSC					x	x												To be reviewed regularly
Project issues log	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC			x x	×	x x	x x												regular review
Project risk register	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC			x x	x	x x x	x												regular review
Project M & E plan	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	**** **** ****		avo 2222 2000 2222 2	145	x x													regular review
Project Communications Strategy	Live document	SRO, HAPS PB, PoMO, PB. JC. JSC SRO, HAPS PB, PoMO,					x	x												
Covid-19 Impact Assessment	Live document	PB, JC, JSC	**** **** ****	·· · · · · · · · · · · · · · · · · · ·	avu 2222 2000 2022 2	105	x x x													regular review
Project Progress Reports	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC						x x												monthly (highlight), quarterly & annual
Key Documentation Approvals																1-1-1-1	1-1-1-1-			
Project Intregrated Assurance & Approval Plan		SRO, HAPS PB, PoMO, PB, JC, JSC																		
Project Business Case		PB. JC. JSC SRO, HAPS PB, PoMO, PB, JC, JSC																		
Project Implementation Plan		SRO, HAPS PB, PoMO, PB, JC, JSC			x															
Benefits Realisation Strategy		SRO, HAPS PB, PoMO,PB, JC. JSC																		
Project issues log		SRO, HAPS PB, PoMO, PB, JC, JSC			x x	×														
Project risk register		SRO, HAPS PB, PoMO, PB, JC, JSC			x x	x														
Project M&E Plan		SRO, HAPS PB, PoMO, PB, JC, JSC	**** **** ****	·• **** **** ****	are 2222 2002 2022 2	100														
Project Communications Strategy		SRO, HAPS PB, PoMO, PB, JC, JSC																		
Project Covid 19 Impact Assessment		SRO, HAPS PB, PoMO, PB, JC, JSC														L				
Project Progress Reports		SRO, HAPS PB, PoMO, PB, JC, JSC																		
Assurance																				
Project Level																				
Level 1 - Functional Assurance (Internal)		000 UND0 00 D-117																		
Technical, due diligence, data security and financia	Internal procedures	SRO, HAPS PB, PoMO, PB, JC, JSC																		
Level 2 - Independent																				
OGC Gateway Process	Risk Potential Assessment	SRO, HAPS PB, PoMO, PB, JC, JSC			x x	x				$ \top$						T	$ \top$			
OGC Gateway Process	PAR	SRO, HAPS PB, PoMO, PB, JC, JSC				x														
OGC Gateway Process	PAR	SRO, HAPS PB, PoMO, PB, JC, JSC															×			Planning meeting March 21
Approvals		_				+														1
Consequential Assurance	·																			L
consequential Association				1 1 1 1	1 1 1 1	T T T T T	1 1 1 1				1 1 1 1 1	1111		1 1 1 1 1				TTTT		
Level 3 - Audit													-							
External Audit		SRO, HAPS PB, PoMO, PB, JC, JSC			IA IA	IA														tbc
Internal Audit		SRO, HAPS PB, PoMO, PB. JC. JSC																		tbc
Risk Critical Friends		SRO, HAPS PB, PoMO, PB, JC, JSC			x x	x														tbc

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Swansea Bay City Deal HAPS

	Supporting Innovation	and Low Carbon Growth	
Assurance / approval / Reporting	Activity/Product	$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	Comments
Governance			
Project Level			
Meetings SILCG Programme Board	Meetings	1980, Panese, Pablo	ky meetings
Project Working Group - SBTC	Meetings		ly meetings
Project Working Group - SWITCH	Meetings		ly meetings
Project Working Group - Decarb	Meetings		
	-		ly meetings
Project Workking Group - IF	Meetings		ily meetings
Technical / Advisory Group	Meetings	VPT.Panus	established
Neath Port Talbot Council - RSD Board	Council Meetings	<u>197</u> 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	ly meetings
SBCD Joint Committee	Meetings		ly meetings
SBCD Programme Board	Meetings	90, PB,PAD 9, PB	ly meetings
SBCD Economic Strategy Board SBCD JSC	Meetings Meetings	900.1974/MD	y meetings
0000000	terror (ga	MO.75.MOG	/ meetings
Key Documentation Review			
Intregrated Assurance & Approval Plan	Live document	90,5LC0 FR.FMD	a coulou
			amme OBC to be
SILCG Programme Business Case Programme Implementation Plan	Live document	L.30. X X	itted for Ministerial val
	Live document		
Benefits Realisation Strategy	Live document	190, 340, 74, 74, 74, 74, 74, 74, 74, 74, 74, 74	
Programme Issues Log	Live document	RR0.50C.078.PM0.78. C.30	ar review
Programme Risk Register	Live document		ar review
M&E Plan	Live document		-
Programme Communications Strategy	Live document		
Covid 19 Impact Assessment	Live document		
Programme Progress Reports	Live document		al, quarterly monitoring,
Key Documentation Approvals			
Intregrated Assurance & Approval Plan		[\$R0,5LC0 PR,FMA0,PR,	
SILCG Programme Business Case		1.6,06	
Programme Implementation Plan			
Benefits Realisation Strategy		30,030,074,M079,L000,M079,L000,M07	
Programme Issues Log		Rad Stard Readour R	
Programme Risk Register		00.03.07.87,00.07.98,	
M&E Plan			
Programme Communications Strategy	+		
Covid 19 Impact Assessment			
Programme Progress Reports		R0.84C0 R, MAD, PB	
Assurance Project Level			
Project Level Level 1 - Functional Assurance (Internal)			
Technical, due diligence, data security and	Internal procedures		
financial Level 2 - Independent	1		
OGC Gateway Process	Risk Potential Assessment		
OGC Gateway Process	PAR		
OGC Gateway Process	CFR		
OGC Gateway Process	PAR	940,940,078, Mu0,P8, L L L L L L L L L L L L L L L L L L L	
Approvals	1		
Consequential Assurance			
Level 3 - Audit	1		
	1		
External Audit	+		
Internal Audit	+		
Risk Critical Friends			

Yr Egin - Phase 1

		-																															
					-		2019/202	:0							-	_	2020/2	2021					-	_	_		2021/2	022	-	_			Comments
Assurance / approval / Reporting	Activity/Product	Primary client	Apr	Jun	٦P	Aug	Sep	Nov	Dec	Jan	Feb	Mar	Apr	May	٦n	Aug	Sep	Nov.	Dec Nov	Jan	Feb	Mar	Apr	Jun	Inc	Aug	Sep	ö	Dec Nov	lan la	Feb	Mar	
Governance																																	
Project board	Live document	CCC								x	x	x	X	x x	X	x	х	X J	x x	х	x	x	x	х х	x	x	x	x	x x	(X	х х	x	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC								x	x	x	X	x x	x	x	x	x ı	x x	х	x	x	x	x x	x	x	x	x	x x	L X	х х	x	monthly meeting
UWTSD	Meetings	UWTSD								x	x	x	x	x x	x	x	x	x	x x	x	x	x	x	x x	x	x	x	x	x x	L X	x x		monthly meeting
Joint Committee	Meetings	SRO, JC, PMO								x	x	x	x	x x	x	x	x	x 3	x x	x	x	x	x	x x	x	x	x	x	x x	x x	х х		monthly meeting
Programme Board	Meetings	SRO, PB,PMO								x	x	x	x	x x	x	x	x	x 3	x x	x	x	x	x	x x	x	x	x	x	x x	x x	х х	_	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO								x		x	x	x x	_		x	x	x x	x	x	x	_	x x	x	x	x	x	x x	i x	х х	-	monthly meeting
JSC	Meetings	SRO, JSC, PMO										x		x	x		x	1	x	x		x	x	x x	x	x	x	x	x x	(X	x x	x	monthly meeting
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Assurance	Risk Potential Assessment	SRO, PB, PMO		_	-	-	_	-	-		-	_	_	_	-	-		_	-			-	-	_	1		-	_	-	-	_	_	
OGC Gateway Process OGC Gateway Process	Risk Potential Assessment Gate 0 Programme Strategic Assessment	SRO, PB, PMO SRO, PB, PMO, JC	++	_	-			-			_	_	_	_		-			_			_	_	_	-			_	_	-	-		Project Approval, Build and Sign Off
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC		_	_			_				_	_	_	_	_			_	+				_					_	_	4		Completed prior to 2019 Project Approval, Build and Sign Off
OGC Gateway Process	Gale i Dusiless Sustilication	SIKO, I B, I MO, 30																															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
DGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC																															Project Approval, Build and Sign Off Completed prior to 2019
DGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC																															Project Approval, Build and Sign Off Completed prior to 2019
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC																						x									RPA completed August 2020 Forma Gateway 5 review was due to take play end 2020, now been pushed back to C 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		x		x	x		х	1	x	x		x											Operational issues register now utilise
Project risk reg	Live document	SRO, PMO, PB, JC, JSC						x		x		x		x	x		x	1	x	x		x											Operational Risk Register now utilise
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC														x																	Project M&E plan completed, but will b reviewed in line with requirements of IAJ - Provisional Date for review inputted
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO																														T	Project in operational phase
																																	1
			+																														1
			++		_																										\rightarrow	+'	1
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Audit and risk		000 00 000 17																															
Audit	Audit	SRO, PB, PMO, JC								IA	IA		VAO W NAO /N	IAO WA	0	IA																	annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk	++		1	\vdash		+		x	x	×				+		x	x x	1 1							\vdash				+-	+	1
Lessons learned workshop	Meetings	Partners	\square		1					_	Î	-						x	^													\square	Lessons Learned Workshop will inform decisions regarding Phase 2
Comms group	Meetings	Partners										x		x			x		x		İ	x									1	1	contract of the second
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							2019/2	2020									20	20/2021										2021	/2022						Comments
Assurance / approval / Reporting	Activity/Product	Primary client	Apr	May Jun	Jul	Aug	Sep	Oct	Nov	lan	Feb	Mar	Apr	May	Jun	Jul Aux	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Mav	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Governance																															_				
Project board	Live document	CCC)	к х	х	х	х	х	X J	(X	x	х	х	х	х	X)	(X	х	х	х	х	х	х	х	х	х	х	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC)	K X	х	х	х	х	X J	(X	х	х	х	х	x	x)	(X	х	х	х	х	х	х	х	х	х	х	monthly meeting
UWTSD	Meetings	UWTSD)	x x	x	x	x	х	x	(X	x	x	х	x	x	x)	(X	х	x	х	х	x	х	x	x	х	x	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO								,	K X	x	x	x	x	X J	(X	x	х	х	х	x	x >	(X	х	x	х	х	х	х	x	х	x	х	monthly meeting
Programme Board	Meetings	SRO, PB,PMO)	K X	x	x	х	x	x	(X	x	х	х	х	x	x)	(X	х	х	х	х	х	х	x	x	x	х	monthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO)	x x	x	x	x	х	x	(X	x	x	х	x	x	x)	(X	х	x	х	х	x	х	x	x	х	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO										x		x		x	x		x		x		x	(X	x	x	x	x	x	х	x	x	x	x	monthly meeting
Assurance																																			
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO													x																				
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC														1	¢																		To follow on from Lessons Learned Workshop in Phase 1
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC																						x											Awaiting result of Demand Study (May 2021)
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PMO, JC																									x								Awaiting result of Demand Study (May 2021)
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC																											x						Knock on effect from above
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC																																x	Indicative date subject to construction etc.
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC																																	TBC in discussion with SBCD
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC																					,	ι .	x		x		x						Drafted/updated prior to each business case development stage
Project business case	Live document	SRO, PMO, PB, JC, JSC																						x			x		x						Developed in line with Gateway process
Project issues log	Live document	SRO, PMO, PB, JC, JSC													^	x		_	х			x)	-	х		х		x		x				
Project risk reg	Live document	SRO, PMO, PB, JC, JSC													x	x	(X	x	x	х		x)	-	х		х		х		x				
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																		х		x)	۲.	х		х		x		x				
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO														3	(X	x	x													\bot		\perp	
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Audit and risk																																			
Audit	Audit	SRO, PB, PMO, JC								U.	A IA	IA	WAO /NAO	WAO /NAO	WAO /NAO					IA															annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk			+	+		-		+		+	1			x	x	x	×	x		x		x	+	x		1	1	1	+	+	1	+	+
Lessons learned workshop	Meetings	Partners			+	-		-		+		+	1		-	^	-	-	+ ^	· ^		^		×	-	^	×		-		┼──	+-	1	+-	+
Comms group	Meetings	Partners			+	-		-		+		+	1		x		(x	+		x			x	x		x			-		┼──	+-	1	+-	+
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Bargen Ddinesig I Back ABERTAWE SWAMSEA BAY City Deal		Sciences, Sport surance and Ap			lan			ses l	Proj	ect	Lev	el																										
Assurance / approval / Reporting	Activity/Product	Primary client	Apr	un Jun	Jul Aug	dag to	20	Jan	Feb	Mar	May	un [2 Bny	020/2 dec	2021	Dec	Jan	Mar	Apr	May	Jul	20: 6nv	21/202	2	Jan	Feb.	Mar Apr	May	u I		2022	2/202	3 ^0	Dec	Feb	Mar	Comments	
Governance			1.1-			0, -	1-1					_		0,7			-		<u> </u>	_	·						_				,	-	-			-	l	_
Project Level																																						
Meetings																																						
Delivery Team	Meetings	Project Leads									x	x	x x	x	xx	x	x	(x	x	×>	(x	x	x x	x	x x	x	x x	x	××	k x	(x	x	x	x x	×	x	Bi weekly meetings, review frequency submission of OBC	y on
Steering Group	Meetings	Project Leads, Internal Partners									x	x	x x	x	xx	:	1	(x	x	x	x	x	x x	x	x x	x	x x	x	x	ĸ x	(x	x	x	xx	x	x	Bi weekly meetings	
External Reference Group	Meetings	Project Leads, Internal and External Partners									x	x	x x	x	xx	:	1	(x	x	x	(x	x	x x	x	x x	x	x x	x	x	ĸ x	(x	x	x	xx	×	x	Bi weekly meetings	
City Deal Strategic Oversight Group	Meetings	PLA												x	xx	×	2	(X	x	x																	Monthly meetings. Two meetings in C and Novmeber.	Jctober
CSS Governance Health Board Governance	Meetings				_		+	_	+			_	-		_	+	-	-		_	-	_	_	_		-	_	-	_	_			_	_			l	
Joint Committee	Meetings Meetings	SRO, JC, PMO	\mathbf{H}		-	H	++	x	¥	x		x	×	x	×	×	x	(x	x	x	(¥	-	x x	x	x x	x	x v	Y	x		Y	x	x	x v	x	¥	Monthly meeting. August recess.	
Programme Board	Meetings	SRO, PB, PMO	$\uparrow\uparrow$				$\uparrow \uparrow$	x	x	x	x	x	x	x	×	x	x	(x	x	x	(x	x	x x	x	x x	x	xx	x	x		(x	x	x	xx	x	x	Monthly meeting. August recess. Monthly meeting. Two meetings in Jur August 2020 meeting cancelled	ine 2020.
Economic Strategy Board	Meetings	SRO, ESB, PMO						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	x	x	хx	x	x	Monthly meeting	
Joint Scrutiny Committee	Meetings	SRO, JSC, PMO							\square	x		2	x		x	x			x)	(x	х		ĸ	х											Meetings every two months.	
PMO/Project Leads	Meetings	PMO, Project Leads	ш						Ц			x	x x	x	x x	x	X	(X	x	x	(X	x	хх	x	x x	x	хx	x	x >	K X	(X	х	х	хx	x	x	Bi-weekly meetings	
Key Documentation Review	1	T	— —		-			_		_		_			-		-	-		-	_	_		_	-		-	_	-	-	-		-,	-	-	-		
Intregrated Assurance & Approval Plan	Live document	SRO, PB, PMO, JC										x					x		x		x		x		x		×		,	ĸ		x		х	:	1	June 2020 approval at JC. IAAP review quarter	w every
Business Case	Live document	SRO, PB, PMO, JC										x	x	x	x				x	x >	(Submission to jc June 2021	
Implementation Plan	Live document	SRO, PMO, PB, JC, JSC						x				x	x																									
Highlight Report	Live document	PoMO, PB, JC, JSC													x x	x	x	(X	x	x)	x	x	x x	x	x x	х	x x	x	x >	ĸх	(X	x	х	x x	x	x	monthly	
Quarterly Monitoring Report	Live document	PoMO, PB, JC, JSC															x		x		x		x		X		x	:	>	ĸ		x		X	:		Quarterly	
Issues Log	Live document	SRO, PMO, PB, JC, JSC										1	×		x		x		x		x		x		x		x	:	,	ĸ		x		×			Quarterly	
Risk Register	Live document	SRO, PMO, PB, JC, JSC										1	x		x		x		x		x		x		x		x		,	ĸ		x		х	1		Quarterly	
M & E plan	Live document	SRO, PMO		_								X	x		x	:																						
Covid-19 Impact Assessment	Live document	SRO, PMO	Ш				Ш		Ш			x	x		xx	:			x		x		x		x		x	:	,	ĸ		x		x	1		Updated quarterly as part of quarterly monitoring report	/
Assurance																																						
Project Level																																						
Level 1 - Functional Assurance (Internal)																																						
Technical, due diligence, data security and financial	Internal procedures	PLA, Project Leads													x								x									x					Annual review to ensure fit for purpose	3e
Level 2 - Independent					_							_			_			_		_		_	_	_	_	_	_			_	_			_	-	_		
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO	\square	\square			\parallel	x	x			x		Ц			x		Ц							\square						\square					SRO appointment in June 2020. RPA submitted	•
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC																																				
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	[]			$ \top$				Γ																	ſ			ſ			Ţ					
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC					\prod																															
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC																		,	¢										1					l		
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC											1							T																1		
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	$\left \right $		T					T			1	Ħ	╞							T					T			l	T							
Approvals					_		1	_	- 1	-			-	· 1	_		_	-	-						-			-	_		-			_			·	
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Consequential Assurance			-																																			

OGC Gateway Process	Gate 0 Programme Strategic Assessment	PMO, SRO, PB, JC									x	x													
Level 3 - Audit				 																	•••				
Audit	Audit	SRO, PB, PMO, JC				IA	IA I	A 0 A 1 A	A	A O/ N														Wales Annual Audit	
Lessons learned workshop	Meetings	Partners																							
Comms group	Meetings	Partners						x		х		x	x		x										



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Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2 8	ŝ	n ß	d	5 3	8	5	8	ar	5	ay	5	3	6 de	ji S	3 8	5	de re	1 2	à s	In		2 5	1	Sec	Jan ≓eb		minenta
Governance				₹ź	- F	Ϋ́	Š	0 ž	õ	P	Ĕ	Σ	۶	ÿ	ĥ	5.	β. Aι	0	žČ	Ъ	¥ ¥	Ř	ž f	5	AL AL	5 0	ž	ŏ	en F	Σ	
Project board	Live document	PCC, MHPA	Jan-20				1 1			<u> </u>		T	x	x	x	x	x x	×		×		1.1			×	<u> </u>				x monthi	h
	Council Meetings	PCC, MHPA	Jan-20 Jan-20	┢───	+ +	_	-	+		x	x	x				x		x	x x x x		xx	. X	<u>x x</u>	· ×	x				x x		
Pembrokeshire County Council	Trust meetings	PCC, MHPA		┢┝┝	+ +	_		+	┢━━┦	x	x		x	x	x	x			<u>^ ^</u>		X X	. X	x x	. x		^ ^					nly meeting
Milford Haven Port Authority		SRO, JC, PMO	Jan-20	┢┝┝	+ +	_		+	┢━━┦	x	x	x	x	x	x	x		x	x x	x	X X	. X	x x	. x	x			-	x x		nly meeting
Joint Committee	Meetings	SRO, JC, PMO SRO, PB,PMO	Jan-20	⊢⊢	+	_		+	\square	x	x	x	x	x	x			x	x x	x	X X	. X	x x	. x	x		x		x x		nly meeting
Programme Board	Meetings		Jan-20	┢─┝─		_		+	╷──┘	x	x	x	x	x	x	x		x	хх	x	хх	. X	x x	. x	X)	^ ^	x		x x		nly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO	Jan-20	┢┝┝		_		+	\square	x	x	x	x	x	x	x	x x	x	х х	x	хх	. x	x x	: X	x	^ ^		^	хх		nly meeting
JSC	Meetings	SRO, JSC, PMO	Jan-20	⊢⊢		_		+	\square		L	x		x		x	x		x	x	X	X	x x	: x	X)	х х	x	х	x x	x month	nly meeting
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Assurance																															
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO							1	x	x																				
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	TBC																												
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																											-	-
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PMO, JC	TBC					\neg																T						_	
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	TBC					\neg																T						_	
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC																					11	-	_				-	
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20							x			x			x		x		x				11	-	_				-	
Project business case	Live document	SRO, PMO, PB, JC, JSC										x										11		11			11		++	-	
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20					x		x		x		x		x	x		x	x	2			11			11		++	-	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20					x	<u> </u>	x		x		x		×	x		x	×	×			11		_	11		++	-	
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC							 	<u> </u>						<u> </u>				- T		11	_	+ +	+	_	++			-	
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20					-+-	 	-												11	_	+ +	+	_	++			-	
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Audit and risk				_	_	_	_	_	_	_	_		_		_		_	_	_	_		_	_	_	_	_	_	_	_		
Audit	Audit	SRO, PB, PMO, JC	Г	Ē	1 1	-	1 1			IA	IA	IA	WAO/NAO	WAO/NAO	WAO/NAO	1 1	-	11	1				-	T T	-	-				annual	audit.
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk		++	+			+	—	NA Y	NA Y	X	TAO/NAO	TAO/NAU	1120/NAU		_	x	× ×			+	+	++	+	+	++		++	- In Indel	Guan
Lessons learned workshop	Meetings	Partners	1	H	+	1	1 1	+	<u>├</u>		F		1	1		11			-			11	. — —	++	+	+	++	\rightarrow	++	+	
Comms group	Meetings	Partners					1 1					x		1	x		x		>		×			11			1			1	
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Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	Apr	May	Jul	۹ug	Sep	Vor Vov	Dec	Jan	Feb	Mar	Apr	Jun	InL	٩ug	Sep	Vot Vot	Dec	Jan	Feb	Mar	Mav	Jun	Jul And	Sep	Dot 1	Nov	Dec	Jan	Feb	Mar	
Governance						-								1 . 1 -			-			<u> </u>	-		_			_		<u> </u>		_	<u> </u>			
Project Board	Live document	CCC & Partners		I			П		1	<u>τ</u>								T	1	T			Т				T	Τ	TT			ſΤ		
			Feb-21									x						x	x		x	x	1	xx	×	,	x	x		x		×	bi-monthly me a key decision	aeting / wi n is requir
Steering Group	Meetings	CCC	Feb-21						x	x	х	x	x	x x	хx	x	x	x		1			х	x		x	x		x		x		x	
Carmarthenshire County Council	Council Meetings (Exec Board / PEB)	CCC	Feb-21			~				×						~	*	x		1	~							-					Ratify procure	ement of
						^	\square	^	<u>`</u>							^	^				^				^	_						⊢∔	contractor	
	Full Council	CCC	Feb-21				44	\rightarrow		+					_				x		_			_				_	\rightarrow			⊢		
	Council Meetings (Scrutiny)	CCC	Feb-21	x				,	x	x	x				х							x											Reports taken as appropriate	
	Members Briefing (Political Parties)	CCC	Feb-21		×	xx	H	-+	+	+ +							x	-	+	+	-		-	-		-	-	+	++		+	H	as appropriate	3
Other	Llanelli Rural Council	LRC	Feb-21		Ê	~~	H	-+	+	+ +							Ê	-	+	+	-		-	-		-	-	+	++		+	H	-	
	David Davis MP Briefing	CCC, DD	Feb-21			_	H	-+	+	+ +								-	÷	×	-		-	-		-	-	+	++		+	H	-	
	Lee Waters MS	CCC, LW	Feb-21							+				+ +						_	¥		-			-			+		$ \rightarrow$	\vdash	-	
Hywel Dda UHB	CMT/BPPAC/PPPAC - Business/People	HDUHB	10021							+				+ +						+	Ŷ		-			-			+		$ \rightarrow$	\vdash	-	
,	Planning Performance and Assurance Committee		Feb-21			x		x				x			x			x	×			x			x		x				x		At least 3 time annum	es per
Academic partners	Cardiff, Swansea and Trinity Universities,	Partners							1											1								-					-	
	Coleg Sir Gar, Pembrokeshire and Gower		Feb-21	×		x x		xx	x v	×	x	x	x		×	×	x	x	x ×	x	,	x I	x I	× ×		× .	x	×		x		×	×	
	Colleges: Respective Management Teams & Council			Î	^		1^1		. 1		Î	Î	Î	1 Î Î	- Î	Î.	L Î I	^		Î	Î.		<u></u>	- I î	1 Î	^l^	Î Î	Î		~	1 1	1 Î Î		
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Risk Register / Critical Friends*	Meetings	PMO, IA, Proc, Risk	Feb-21	x	x	x x	x	x x	хх	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	
essons learned workshop**	Meetings	Partners	Feb-21		LT		LΤ											x						x	_		x	_			x	_		
Communications Group	Meetings	Partners	Feb-21			x		x	x			x		x	x		x						х	x		x	x		x		x	ιT	x	
Nellness Hub Workstream	Meetings	CCC, HDUHB, Scarlets, Sport Wales British Diving, Third Sector	Feb-21	x		x		x	x		x		x	×	x		x		x	i.			x	x		x	x		x		x		x Bi-ma	onthly
Wellness Hub sub-groups:	Therapies sub-group	CCC, Health Board & Scarlets	Feb-21		~	x	H	x	x	+ +	x							-	+	+	-		-	-		-	-	+	++		+	H	Task & Fir	nieh arou
	Catering sub-group	CCC & Health Board	Feb-21	x	Ŷ	x	_	x	x	_	x	x	x					~		. _	~		~	-	-	-	-	+	++		\vdash	\vdash	Task of Th	lian grou
	Facilities Management sub-group	CCC	Feb-21	Â		- î	⊢+	<u> </u>	÷	+	x	x	x	÷.	<u></u>	Ĵ	Ĵ	-	÷÷	x x	÷	Ĵ	Ĵ	-	-	-	-	+	++		\vdash	\vdash		
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Assisted Living Workstream	Meetings	CCC and HDUHB	Feb-21			-	t_t	x x	~ ~	+		x	x		× ×			~	÷	x x	_	Ĵ	÷.	x x	~	× ,	x	+.	(¥	x	-	¥.		
Digital Infrastructure	Meeting	CCC and partners inc Open	Feb-21		+ +	-	<u> </u>	<u>^</u>	<u>^</u>	+			· ^	- ^ · ^	^ ^	^	^	^	<u>^</u> ^	^	^	^	<u> </u>	<u>^ ^</u>	^	<u> </u>	. ^	÷	+		Ĥ	Ĥ	<u>`</u>	
		reach and City Deal Digital lead	Feb-21				Ш	x			x			x	x	x		x	x			x		x		x	x		×		x		×	
Design and Build	Meetings	CCC ARUP and partners	Feb-21			x x	x	хх	x x	x	x	х	x	x x	x x	x	x	x	x x							x >	x	x	. x	x	^	x	x	
Health and Wellbeing Implementation Group***	Meetings	CCC and partners	Feb-21													x		x		x			х	x		x	x		x		x		x See footn	ote belov
Education, Skills and Training Implementation	Meetings	CCC, academic partners,	Feb-21													x		x	x			x	x	x		x	x		x		×		x See footn	note below
Group*** Procurement Working Group	Meetings to take forward tender exercise for	health board CCC	1			_	++-		—					+	_						_			_	-		_		++		\vdash	⊢		
Tocurement working Group	Phase 1		Feb-21				i I										x	x	хх	x x	x	x	x	x x	x	x	x					11		
Swansea University Technical Advisory Scoping Group	Design and scoping of services for Zone 1 education space	CCC, SU	Feb-21														x	x	x x	κ x	x	x	x	x x	x	x			\square		Π		Meetings I fortn	held ever night
Whole Site Delivery	To finalise the whole site operational	CCC/financial	Feb-21															x	x x	(X	x	x	x	x x	x	xx	x	×	(x	x	x	x	x	
Department for International Trade	management and sustainability Opportunity to advertise to international	advisors/specialist input CCC, DIT			+		⊢	-+	—	+				+ +	_				<u> </u>	<u>+</u>		<u> </u>						Ŧ	++		Ĥ	Ĥ	Stage 1	
Department for International Trade	investors	000, 511	Feb-21																			x	х										submitted	1 16/02/2
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DGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																		T									T			\square		
DGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	TBC																	T									\Box			\Box		
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DGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	TBC																	L												\Box		
DGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC												T											T						цŢ		
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20	ļ			\vdash	-+	_	+			L						\perp	+								\perp	+		\square	⊢⊢		
Project business case	Live document	SRO, PMO, PB, JC, JSC	Nov-20	I	+ +	_	\vdash	\rightarrow	+	+	I	I	I		_	^	x		хх	4—	_	1		_	+		+	+	+		⊢	\vdash		
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Feb-21	I	\square		\vdash	\rightarrow	+	+			L	++	\perp				x x		_	x	_	хх		x				x	\vdash	\vdash		
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Feb-21	ļ			\vdash	-+	_	+			L			x	x	x	x x	(X	х	x	X :	x x	х	x	x	x	(X	x	\square	⊢⊢		
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC		ļ	\vdash		\vdash	\rightarrow	┶	+			L	++		+			\rightarrow	+		\square			+		1	┶	┯		⊢	\vdash		
JK and Welsh Government feedback sessions	Business Case feedback session	SRO, CCC	Feb-21	I			\square		┶	+									\perp	x	x							┶	\square		\square	\square		
JK/WG Challenge Sessions	Review of first iteration of Full Business Case CSFs, rationale, achievability and		March & June 2018		ΙĪ		ίΓ			7						1 T		T				ΙĪ			11				11		ļŢ	ίſ		

Programme Level																					
Joint Committee	Meetings	SRO, JC, PMO	Feb-21			x							x	х							
Programme Board	Meetings	SRO, PB,PMO	Feb-21									х									
Ec Strategy Board	Meetings	SRO,ESB.PMO	Feb-21		х						x										ESB members met individual
Joint Scrutiny Committee	Meetings	SRO, JSC, PMO	Feb-21					x								x					

*The risk register is also a standing item at each workstream meeting

**This is covered within each workstream to ensure continuous service improvement

***Please note the Health and Wellbeing 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)

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Skills and Talent

				2020/2021 2021/2022														Comments					
	Activity/Product	Primary client	Last review date	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec	Jan	Mar	Apr Mav	Jun	Aug	Sep	Oct	Dec	Jan	Feb	Mar	
Governance	• •												_		· · ·						_		
Project board	Live document	CCC, PCC, CCS, NPT	Jan-20	x	x	x	x	х	x	x x	х	x	x x	x x	x	x x	х	x	x x	x	x	x mor	nthly meeting
Carmarthenshire County Council	Council Meetings	CCC	Jan-20	x	x	x	х	х	x	хх	х	x	х х	x x	x	хx	х	x	x x	x	x	x mor	nthly meeting
RLSP	Meetings	RLSP	Jan-20	x	x	x	x		x														
Regional LAs	Council Meetings	CCC, SCC, NPTC, PCC	Jan-20			x				x													
Project Partners	Meetings	Partners	Jan-20	x	x	x	х	x	x	x x	х	x	x x	x x	х	x x	х	x	x x	x	x	x mor	nthly meeting
Joint Committee	Meetings	SRO, JC, PMO	Jan-20	x	x	x	x	x	x	x x	х	x	x x	x x	x	хx	x	x	x x	x	x	x mor	nthly meeting
Programme Board	Meetings	SRO, PB,PMO	Jan-20	x	x	x	x	x	x	x x	х	x	x x	x x	x	x x	x	x	x x	x	x	x mor	nthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO	Jan-20	x	x	x	x	x	x	x x	х	x	_	x x	-	x x	x	x	x x	x	x	x mor	nthly meeting
JSC	Meetings	SRO, JSC, PMO	Jan-20		x		x		x	х		x	x	x x	x	x x	х	x	x x	x	x	x mor	nthly meeting
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Assurance																							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO			1	1	11								11	1			1	1			
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PMO, JC	TBC												x								
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	TBC																				
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	TBC																				
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC	TBC																				
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PMO, JC	TBC																	-			
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC																				
Project Implementation Plan	Live document	SRO, PMO, PB, JC, JSC	Jan-20	x			x			x		x		x		x		x		x			
Project business case	Live document	SRO, PMO, PB, JC, JSC																					
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20		x		x		x	x		x	x	x		x	x		x	x		x	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20		x		x		x	х		x	x	x		x	х		x	x		x	
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																		-			
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20																				
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Risk Critical Friends	Meetings	PMO, IA, Proc, Risk					\dagger			x x	х				+	1	1	1 1		-	+		
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Assurance (annroval / Reporting	Activity/Product	Primary client	Last review date	<u></u>		1 - 1		2019/202	.0	<u> </u>								- 1 -		- 1 -	+	-			2021/20		<u> </u>			Comments
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Project board	Live document	CCS	Jan-20						х	x	x	x	x	x	x	x x	х	x x	x	x x	x	X J	хX	×	X I	x x	x	хх	x	monthly meeting
City and County of Swansea	Council Meetings	CCS	Jan-20						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	monthly meeting
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Project Partners	Meetings	Partners	Jan-20						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	monthly meeting
Joint Committee	Meetings	SRO, JC, PMO	Jan-20						x	x	x	x	x	x	x	x x	x	x x	x	x x	x	хх	x x	x	x	x x	×	x x	x	monthly meeting
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Ec Strategy Board	Meetings	SRO,ESB.PMO	Jan-20						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	monthly meeting
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OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO						T	x	x															- T	T			TT	
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OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PMO, JC	TBC																											
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	TBC							-																			1	
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OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC	TBC	++				++		-												-	-	rt-	-	++			++	
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC	TBC	+-				++		-												-	-	<u> </u>	-	++			++	
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Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20	++				+_+	×	-	x		¥		×	×		×	×		+ +		-	-+		+	<u> </u>	\vdash	+	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20			+ +		+÷	×		x		×		Û	×		* *	Ĵ	- Lî		-	-	rt		+		H -	++	
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Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20	++		+ +		++	_	_	-				+ +	-		-		-	-	+	++	-+-		-	\vdash	++	++	
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Audit	Audit	SRO, PB, PMO, JC		++				++	IA		IA	WAO/NAO	WAO/NAO	WAO/NAO	+	_	×	_		_	-	+	+	⊢⊢	\rightarrow	+	└ ──	++	++	annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk		++		++		++	x	x	x	1	1	1	+		x	X X		_	+	+	+	<u> </u>	+	+	<u> </u>	++	++	
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Gate 0 Programme Strategic Assessment Gate 1 Business Justification Gate 2 Delivery Strategy Gate 3 Investment Decision Gate 4 Readiness for Service Gate 5 Operations Review & Benefits

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