Swansea Bay City Deal Portfolio Level
Integrated Assurance and Approval Plan v14.0

Month columns: first **Mar** column = 2019/2020; next twelve (Apr–Mar) = 2020/2021; last twelve (Apr–Mar) = 2021/2022.

Assurance / approval / Reporting	Activity/Product	Primary client	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Governance																											
Portfolio Level																											
Meetings																											
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	Monthly meeting. August recess.
Programme Board	Meetings	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	Monthly meeting.
Economic Strategy Board	Meetings	SRO, ESB, 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
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO	x				x		x		x		x		x		x		x		x		x		x		x	Meetings every two months. Decmber 2020 meeting cancelled.
Regional S151 officers	Meetings	AB, PoMO			x		x		x	x		x	x				x			x			x				x	Quarterly meeting
WG/UKG/PMO briefing	Meetings	SRO, PoMO, WG, UKG		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 meetings
SBCD/WG PMO briefing	Meetings	SRO, PoMO, WG		x	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 Team	Meetings	SRO, 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	Weekly meeting
PoMO/Project Leads	Meetings	PoMO, Project Leads				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Fortnightly meetings
Procurement Workshops with Prog / Proj Leads	Meetings	PoMO, Prog / Proj Leads									x	x																Meetings with all Prog / Proj Leads held
WLGA Regional City Deal Directors	Meetings	SRO, WLGA, WG		x		x		x		x		x		x		x		x		x		x		x		x		Meetings every two months
Key Documentation Review																											
Intregrated Assurance & Approval Plan	Live document. Part of Quarterly Report	SRO, PB, PoMO, JC				x			x			x				x			x			x			x			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													x	AOR 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													Recommendations progressed and implemented in March 2021 version of Portfolio BC
Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC				x	x																					July 2020 approval at JC. Qoarterly Monitoring Report replaces the Implementation Plan
Portfolio Issues Log	Live document	SRO, PoMO, PB, JC, JSC	x			x			x			x				x			x			x						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				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. Annual performance report 2021 in draft.
Highlight Report	Live document	PoMO, JC, PB							x		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	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. Part of Quarterly Report	SRO, PoMO	####			x			x			x				x			x			x						Updated assessments submitted to PB, JC and ESB quarterly.
Key Documentation Approvals																											

Document	Type/Description	Owners	Timeline	Comments
Intregrated Assurance & Approval Plan	Live document	SRO, PB, PoMO, JC	x x x x x x	Submitted as part of the Quarterly Monitoring Report
Portfolio Business Case	Live document	SRO, PB, PoMO, JC, WCGIB	x x x x x **x** x x	AORrecommendations complete. Portfolio BC Approval gained from JC March 2021. Awaiting approval from UK / WG
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 x x x 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 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 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 x	Updated assessments submitted to PB and JC quarterly
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO	x	SRO appointment in June 2020. RPA submitted
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	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)	AOR	SRO, PB, PoMO, JC, WCGIB	x x	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, WCGIB	x x	All recommendations implemented by March
OGC Gateway Process	Stage Gate 0 Portfolio Strategic Assessment	PoMO, SRO, PB, JC	x x x	Review report to JC / PB quarterly. PoMO implementing recommendations
External Audit	Audit	AB, PoMO	IA x x x x x x	Audit Wales annual audit approved at JC Sep 2020
Internal Audit	Audit	AB, PoMO	x x x x x x	Pembrokeshire Council Internal Audit. Report to Governance Boards in May 2021

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Assurance / approval / Reporting	Activity/Product	Primary client	2020/2021 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2021/2022 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Governance																											
Digital Programme Board	Live document / Meetings	CCC, PCC, CCS, NPT		x	x			x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly Programme Board meetings
Carmarthenshire County Council	Council Meetings	CCC		x				x	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						x	x																			Reports/Business Case taken as appropriate for decision and discussion
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	x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested
SBCD Programme Board	Meetings	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 - Highlight reports/Project updates provided as requested
Economic Strategy Board	Meetings	SRO,ESB.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 - Highlight reports/Project updates provided as requested
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO		x		x		x		x		x		x	x		x		x		x		x		x	x	Meeting every two months - Documentation provided as requested
Assurance																											
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO		x				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																		Completed October 19th, 20th, 21st
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PoMO, JC																									
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC																									
Programme Implementation Plan	Live document	SRO, PoMO, PB, JC, JSC																									
Programme business case	Live document	SRO, PoMO, PB, JC, JSC						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	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Risk register produced and live. Monthly review and amendments ongoing.
Programme M & E plan	Live document	SRO, PoMO, PB, JC, JSC	x	x	x	x	x	x	x	x	x	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	Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.
Audit and risk																											
Audit	Audit	SRO, PB, PoMO, JC	WAO/NAO	WAO/NAO	WAO/NAO																						annual audit

Swansea Bay City Deal HAPS
Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Comments
Governance			
Project Level			
Meetings			
HAPS Regional Project Board	Meetings	SRO,CCC, PCC, CCS, NPT	Monthly meetings
HAPS Regional Technical / Advisory group	Meetings	CCC, PCC, CCS, NPT & Ptnrs	To be established. LA lessons learned group met Jan 21
Neath Port Talbot Council - RSD	Council Meetings	NPT	Monthly meeting
CC Swansea	Council Meetings	CCS	frequency tbc
Carmarthenshire CC	Council Meetings	CCC	frequency tbc
Pembrokeshire CC	Council Meetings	PCC	frequency tbc
SBCD Joint Committee	Meetings	SRO, JC, PoMO	monthly meeting
SBCD Programme Board	Meetings	SRO, PB,PoMO	monthly meeting
SBCD Economic Strategy Board	Meetings	SRO,ESB,PoMO	monthly meeting
SBCD JSC	Meetings	SRO, JSC, PoMO	monthly meeting
Key Documentation Review			
Intregrated Assurance & Approval Plan	Live document	SRO, HAPS PB, PoMO	monthly review
Project Business Case	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	Formally submitted Jan 21
Project Implementation Plan	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	regular review
Benefits Realisation Strategy	Live document	SRO, HAPS PB, PoMO,PB, JC, JSC	To be reviewed regularly
Project Issues log	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	regular review
Project risk register	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	regular review
Project M & E plan	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	regular review
Project Communications Strategy	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	
Covid-19 Impact Assessment	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	regular review
Project Progress Reports	Live document	SRO, HAPS PB, PoMO, PB, JC, JSC	monthly (highlight), quarterly & annual
Key Documentation Approvals			
Project Intregrated Assurance & Approval Plan		SRO, HAPS PB, PoMO, PB, JC, JSC	
Project Business Case		SRO, HAPS PB, PoMO, PB,JC,JSC	
Project Implementation Plan		SRO, HAPS PB, PoMO, PB, JC, JSC	
Benefits Realisation Strategy		SRO, HAPS PB, PoMO,PB, JC, JSC	
Project Issues log		SRO, HAPS PB, PoMO, PB, JC, JSC	
Project risk register		SRO, HAPS PB, PoMO, PB, JC, JSC	
Project M&E Plan		SRO, HAPS PB, PoMO, PB, JC, JSC	
Project Communications Strategy		SRO, HAPS PB, PoMO, PB, JC, JSC	
Project Covid 19 Impact Assessment		SRO, HAPS PB, PoMO, PB, JC, JSC	
Project Progress Reports		SRO, HAPS PB, PoMO, PB, JC, JSC	
Assurance			
Project Level			
Level 1 - Functional Assurance (Internal)			
Technical, due diligence, data security and financial	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	
OGC Gateway Process	PAR	SRO, HAPS PB, PoMO, PB, JC, JSC	
OGC Gateway Process	PAR	SRO, HAPS PB, PoMO, PB, JC, JSC	Planning meeting March 21
Approvals			
Consequential Assurance			
Level 3 - Audit			
External Audit		SRO, HAPS PB, PoMO, PB, JC, JSC	tbc
Internal Audit		SRO, HAPS PB, PoMO, PB, JC, JSC	tbc
Risk Critical Friends		SRO, HAPS PB, PoMO, PB, JC, JSC	tbc

Supporting Innovation and Low Carbon Growth

Assurance / approval / Reporting	Activity/Product	Primary client	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2021/2022	Comments
Governance									
Project Level									
Meetings									
SILCG Programme Board	Meetings	SRO, Partners, PoMO	x x x	x x x x				x x x x x x	monthly meetings
Project Working Group - SBTC	Meetings	NPT, Partners	x x x	x x x x x x x x x x x x				x x x x x x	monthly meetings
Project Working Group - SWITCH	Meetings	NPT,SU, Partners	x x x	x x x x x x x x x x x x				x x x x x x	monthly meetings
Project Working Group - Decarb	Meetings	NPT, Partners	x	x x x x x x x x x x x x				x x x x x x	monthly meetings
Project Working Group - IF	Meetings	NPT, Partners	x	x x x x x x x x x x x x				x x x x x x	monthly meetings
Technical / Advisory Group	Meetings	NPT, Partners							to be established
Neath Port Talbot Council - RSD Board	Council Meetings	NPT		x x x x x x x x x x x x				x x x x x x	monthly meetings
SBCD Joint Committee	Meetings	SRO, JC, PoMO		x					monthly meetings
SBCD Programme Board	Meetings	SRO, PB,PoMO		x					monthly meetings
SBCD Economic Strategy Board	Meetings	SRO,ESB,PoMO							monthly meetings
SBCD JSC	Meetings	SRO, JSC, PoMO							monthly meetings
Key Documentation Review									
Intregrated Assurance & Approval Plan	Live document	SRO, SILCG PB, PoMO		x x x x x x x x x x x					regular review
SILCG Programme Business Case	Live document	SRO, SILCG PB, PoMO, PB, JC, JSC		x x					Programme OBC to be submitted for Ministerial approval
Programme Implementation Plan	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC		x x x x					
Benefits Realisation Strategy	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC		x x					
Programme Issues Log	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC		x x x x x x x					regular review
Programme Risk Register	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC	x	x x x x x x x					regular Review
M&E Plan	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC	x x x	x x x					
Programme Communications Strategy	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC	x x x	x x x					
Covid 19 Impact Assessment	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC	May-20 Jun-20 Jul-20 Aug-20 Sep-20 Oct-20 Nov-20 Dec-20 Jan-21 Feb-21 Mar-21 Apr-21	x x x x x x					
Programme Progress Reports	Live document	SRO, SILCG PB, PoMO, PB, JC. JSC		x x x x x x x					Annual, quarterly monitoring, highlight
			May-20 Jun-20 Jul-20 Aug-20 Sep-20 Oct-20 Nov-20 Dec-20 Jan-21 Feb-21 Mar-21 Apr-21						
Key Documentation Approvals									
Intregrated Assurance & Approval Plan		SRO, SILCG PB, PoMO, PB, JC. JSC							
SILCG Programme Business Case		SRO, SILCG PB, PoMO, PB, JC. JSC							
Programme Implementation Plan		SRO, SILCG PB, PoMO, PB, JC. JSC		x					
Benefits Realisation Strategy		SRO, SILCG PB, PoMO, PB, JC. JSC	x x x						
Programme Issues Log		SRO, SILCG PB, PoMO, PB, JC. JSC	x x x						
Programme Risk Register		SRO, SILCG PB, PoMO, PB, JC. JSC	May-20 Jun-20 Jul-20 Aug-20 Sep-20 Oct-20 Nov-20 Dec-20 Jan-21 Feb-21 Mar-21 Apr-21						
M&E Plan		SRO, SILCG PB, PoMO, PB, JC. JSC							
Programme Communications Strategy		SRO, SILCG PB, PoMO, PB, JC. JSC							
Covid 19 Impact Assessment		SRO, SILCG PB, PoMO, PB, JC. JSC							
Programme Progress Reports		SRO, SILCG PB, PoMO, PB, JC. JSC							
Assurance									
Project Level									
Level 1 - Functional Assurance (Internal)									
Technical, due diligence, data security and financial	Internal procedures	SRO, SILCG PB, PoMO, PB, JC. JSC		x					
Level 2 - Independent									
OGC Gateway Process	Risk Potential Assessment	SRO, SILCG PB, PoMO, PB, JC. JSC	x x	x					
OGC Gateway Process	PAR	SRO, SILCG PB, PoMO, PB, JC. JSC		x					
OGC Gateway Process	CFR	SRO, SILCG PB, PoMO, PB, JC. JSC		x					
OGC Gateway Process	PAR	SRO, SILCG PB, PoMO, PB, JC. JSC						x	Tbc
Approvals									
Consequential Assurance									
Level 3 - Audit									
External Audit		SRO, SILCG PB, PoMO, PB, JC. JSC	IA IA IA						tbc
Internal Audit		SRO, SILCG PB, PoMO, PB, JC. JSC							tbc
Risk Critical Friends		SRO, SILCG PB, PoMO, PB, JC. JSC	x x x						tbc

Yr Egin - Phase 1

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
						2019/2020												2020/2021												2021/2022									
Governance																																						
Project board	Live document	CCC										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	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC										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	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	x	x	x	monthly meeting
Joint Committee	Meetings	SRO, JC, 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	monthly meeting
Programme Board	Meetings	SRO, PB,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	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	x	x	x	x	x	x	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO												x		x		x		x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Assurance																																						
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																																					
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																																					Project Approval, Build and Sign Off 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 Off Completed prior to 2019
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC																											x										RPA completed August 2020 Formal Gateway 5 review was due to take place end 2020, now been pushed back to Q1 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		x		x		x		x													Operational issues register now utilised
Project risk reg	Live document	SRO, PMO, PB, JC, JSC								x		x		x		x		x		x		x		x		x													Operational Risk Register now utilised
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 IAAP - Provisional Date for review inputted
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO																																					Project in operational phase
Audit and risk																																						
Audit	Audit	SRO, PB, PMO, JC										IA	IA	IA	WAO /NAO	WAO /NAO	WAO /NAO		IA																				annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk										x	x	x							x	x	x																
Lessons learned workshop	Meetings	Partners																	x																				Lessons Learned Workshop will inform decisions regarding Phase 2
Comms group	Meetings	Partners												x			x			x			x			x													

Yr Egin - Phase 2

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	2019/2020 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2020/2021 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2021/2022 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Governance																																							
Project board	Live document	CCC										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	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC										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	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	x	x	x	monthly meeting
Joint Committee	Meetings	SRO, JC, 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	monthly meeting
Programme Board	Meetings	SRO, PB,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	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	x	x	x	x	x	x	x	monthly meeting
JSC	Meetings	SRO, JSC, PMO												x		x		x		x		x		x		x	x	x	x	x	x	x	x	x	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																	x																				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																									x		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	x	x	x	x	x	x		x		x		x		x		x		x			
Project risk reg	Live document	SRO, PMO, PB, JC, JSC															x	x	x	x	x	x	x		x		x		x		x		x		x			
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																					x		x		x		x		x		x		x			
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO															x	x	x	x																			
Audit and risk																																							
Audit	Audit	SRO, PB, PMO, JC										IA	IA	IA	WAO /NAO	WAO /NAO	WAO /NAO							IA															annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk															x		x	x	x	x		x			x		x										
Lessons learned workshop	Meetings	Partners																									x				x								
Comms group	Meetings	Partners															x		x	x			x			x		x		x									

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

Assurance / approval / Reporting	Activity/Product	Primary client	2019/2020 Apr–Mar	2020/2021 Apr–Mar	2021/2022 Apr–Mar	2022/2023 Apr–Mar	Comments
Governance							
Project Level							
Meetings							
Delivery Team	Meetings	Project Leads		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 x x x x x	Bi weekly meetings, review frequency on submission of OBC
Steering Group	Meetings	Project Leads, Internal Partners		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 x x x x x	Bi weekly meetings
External Reference Group	Meetings	Project Leads, Internal and External Partners		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 x x x x x	Bi weekly meetings
City Deal Strategic Oversight Group	Meetings	PLA		x x x x x x x x			Monthly meetings. Two meetings in October and Novmeber.
CSS Governance	Meetings						
Health Board Governance	Meetings						
Joint Committee	Meetings	SRO, JC, 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 x x x	Monthly meeting. August recess.
Programme Board	Meetings	SRO, PB, 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 x x x	Monthly meeting. Two meetings in June 2020. August 2020 meeting cancelled
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 x x x	Monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PMO	x	x x x x x	x x x x x	x	Meetings every two months.
PMO/Project Leads	Meetings	PMO, Project Leads		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 x x x x	Bi-weekly meetings
Key Documentation Review							
Intregrated Assurance & Approval Plan	Live document	SRO, PB, PMO, JC		x x x x x	x x x	x	June 2020 approval at JC. IAAP review every quarter
Business Case	Live document	SRO, PB, PMO, JC		x 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 x x x x x x x x x	x x x x x x x	monthly
Quarterly Monitoring Report	Live document	PoMO, PB, JC, JSC		x x x x	x x x x	x	Quarterly
Issues Log	Live document	SRO, PMO, PB, JC, JSC		x x x x	x x x x	x	Quarterly
Risk Register	Live document	SRO, PMO, PB, JC, JSC		x x x x	x x x x	x	Quarterly
M & E plan	Live document	SRO, PMO		x x x			
Covid-19 Impact Assessment	Live document	SRO, PMO		x x x x	x x x x	x x x x	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
Level 2 - Independent							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO	x x	x x			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					
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC					
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PMO, JC			x		
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PMO, JC					
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PMO, JC					
Approvals							
Consequential Assurance							

				Wales Annual Audit
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 IA WAO/NAO WAO/NAO WAO/NAO	Wales Annual Audit
Lessons learned workshop	Meetings	Partners		
Comms group	Meetings	Partners	x x x x x	

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BAE ABERTAWE / SWANSEA BAY City Deal

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020			2020/2021			2021/2022			Comments
Governance													
Project board	Live document	PCC, MHPA	Jan-20		Jan x, Feb x, Mar x		Apr–Mar x			x (all months)			monthly meeting
Pembrokeshire County Council	Council Meetings	PCC, MHPA	Jan-20		Jan x, Feb x, Mar x		Apr–Mar x			x (all months)			monthly meeting
Milford Haven Port Authority	Trust meetings	PCC, MHPA	Jan-20		Jan x, Feb x, Mar x		Apr–Mar x			x (all months)			monthly meeting
Joint Committee	Meetings	SRO, JC, PMO	Jan-20		Jan x, Feb x, Mar x		Apr–Mar x			x (all months)			monthly meeting
Programme Board	Meetings	SRO, PB,PMO	Jan-20		Jan x, Feb x, Mar x		Apr–Mar x			x (all months)			monthly meeting
Ec Strategy Board	Meetings	SRO,ESB.PMO	Jan-20		Jan x, Feb x, Mar x		Apr–Mar x			x (all months)			monthly meeting
JSC	Meetings	SRO, JSC, PMO	Jan-20		Mar x		Apr x, Jun x, Nov x			x (all months)			monthly meeting
Assurance													
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO			Jan x, Feb 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										
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		Jan x		Apr x, Jul x, Sep x, Nov x						
Project business case	Live document	SRO, PMO, PB, JC, JSC			Mar x								
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20		Oct x, Jan x, Mar x		Jun x, Aug x, Sep x, Oct x, Dec x, Feb x						
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Jan-20		Oct x, Jan x, Mar x		Jun x, Aug x, Sep x, Oct x, Dec x, Feb x						
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC											
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20										
Audit and risk													
Audit	Audit	SRO, PB, PMO, JC			Jan IA, Feb IA, Mar IA		Apr WAO/NAO, May WAO/NAO, Jun WAO/NAO						annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk			Jan x, Feb x, Mar x		Sep x, Oct x, Nov x						
Lessons learned workshop	Meetings	Partners											
Comms group	Meetings	Partners					Apr x, Jul x, Sep x, Nov x, Feb x						

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Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2020/2021 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2021/2022 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Governance																																									
Project Board	Live document	CCC & Partners	Feb-21											x					x		x		x	x			x	x	x		x	x	x		x		x		bi-monthly meeting / when a key decision is required
Steering Group	Meetings	CCC	Feb-21						x	x	x	x	x	x	x	x	x	x	x	x			x		x		x		x		x		x		x	x	Ratify procurement of
Carmarthenshire County Council	Council Meetings (Exec Board / PEB)	CCC	Feb-21			x			x		x						x	x	x			x				x				x							contractor
	Full Council	CCC	Feb-21																	x																	
	Council Meetings (Scrutiny)	CCC	Feb-21	x					x		x	x					x					x															Reports taken to Scrutiny as appropriate
	Members Briefing (Political Parties)	CCC	Feb-21		x		xx											x																			
Other	Llanelli Rural Council	LRC	Feb-21																		x																
	David Davis MP Briefing	CCC, DD	Feb-21																			x															
	Lee Waters MS	CCC, LW	Feb-21																					x													
Hywel Dda UHB	CMT/BPPAC/PPPAC - Business/People Planning Performance and Assurance Committee	HDUHB	Feb-21			x			x				x				x		x		x			x			x			x				x			At least 3 times per annum
Academic partners	Cardiff, Swansea and Trinity Universities, Coleg Sir Gar, Pembrokeshire and Gower Colleges: Respective Management Teams & Council	Partners	Feb-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	x	x	x	
ARCH - A Regional Collaboration for Health	Meetings - HDUHB/SBUHB/SU/CCC	SRO, PB, PMO, JC	Feb-21			x	x			x								x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Discussions on research
Audit	Audit	SRO, PB, PMO, JC	Feb-21	WAO												x	IA					x																Wales Audit Office Internal Audit
Risk Register / Critical Friends*	Meetings	PMO, IA, Proc, Risk	Feb-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	x	x	x	x	x	
Lessons learned workshop**	Meetings	Partners	Feb-21															x									x				x					x		
Communications Group	Meetings	Partners	Feb-21			x		x		x			x			x		x		x			x		x		x		x		x		x		x		x	
Wellness Hub Workstream	Meetings	CCC, HDUHB, Scarlets, Sport Wales British Diving , Third Sector	Feb-21	x			x		x		x		x		x		x		x		x			x		x		x		x		x				x		Bi-monthly
Wellness Hub sub-groups:	Therapies sub-group	CCC, Health Board & Scarlets	Feb-21		x		x		x		x		x																									Task & Finish group
	Catering sub-group	CCC & Health Board	Feb-21	x			x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x											
	Facilities Management sub-group	CCC	Feb-21								x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x											
	Hydrotherapy Task and Finish group	CCC & Health Board	Feb-21																x	x	x	x	x	x														
Assisted Living Workstream	Meetings	CCC and HDUHB	Feb-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	
Digital Infrastructure	Meeting	CCC and partners inc Open reach and City Deal Digital lead	Feb-21						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		x	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			x			x		x		x		x		x		x	x	See footnote below
Education, Skills and Training Implementation Group***	Meetings	CCC, academic partners, health board	Feb-21														x		x		x			x	x		x		x		x		x		x		x		See footnote below
Procurement Working Group	Meetings to take forward tender exercise for Phase 1	CCC	Feb-21														x	x	x	x	x	x	x	x	x	x	x	x										
Swansea University Technical Advisory Scoping Group	Design and scoping of services for Zone 1 education space	CCC, SU	Feb-21														x	x	x	x	x	x	x	x	x	x												Meetings held every fortnight
Whole Site Delivery	To finalise the whole site operational management and sustainability	CCC/financial advisors/specialist input	Feb-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	Feb-21																				x	x														Stage 1 template submitted 16/02/21
Assurance																																									
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																																						
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																																					
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PMO, JC	TBC																		x																		
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																																					
Project business case	Live document	SRO, PMO, PB, JC, JSC	Nov-20														x	x	x	x	x																		
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Feb-21														x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Project risk reg	Live document	SRO, PMO, PB, JC, JSC	Feb-21														x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC																																					
UK and Welsh Government feedback sessions	Business Case feedback session	SRO, CCC	Feb-21																					x	x														
UK/WG Challenge Sessions	Review of first iteration of Full Business Case CSFs, rationale, achievability and strategic alignment in 2018.		March & June 2018																																				

Programme Level																																									
Joint Committee	Meetings	SRO, JC, PMO	Feb-21						x									x	x																								
Programme Board	Meetings	SRO, PB,PMO	Feb-21														x																									
Ec Strategy Board	Meetings	SRO,ESB.PMO	Feb-21				x								x																							ESB members met individually
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)

Skills and Talent

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2020/2021 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2021/2022 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Comments
Governance																												
Project board	Live document	CCC, PCC, CCS, NPT	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	monthly meeting
Carmarthenshire County Council	Council Meetings	CCC	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	monthly 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	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	x	x	x	x	x	x	x	x	monthly meeting
Programme Board	Meetings	SRO, PB,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	monthly meeting
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	monthly meeting
JSC	Meetings	SRO, JSC, PMO	Jan-20		x		x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	monthly meeting
Assurance																												
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO																										
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		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		x		x		x		x		x		x		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																									
Audit and risk																												
Audit	Audit	SRO, PB, PMO, JC		WAO/NAO	WAO/NAO	WAO/NAO																						annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk								x	x	x																
Lessons learned workshop	Meetings	Partners												x														
Comms group	Meetings	Partners				x			x			x		x														

Bargen Ddinesig / BAE ABERTAWE / SWANSEA BAY City Deal — Swansea District & Waterfront Digital District

Integrated Assurance and Approval Plan

Assurance / approval / Reporting	Activity/Product	Primary client	Last review date	2019/2020	2020/2021	2021/2022	Comments
Governance							
Project board	Live document	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 x x x x 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 x x x x x	monthly meeting
UWTSD	UWTSD meetings	UWTSD	Jan-20				
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 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 x x	x x x x x x x x x x x x	monthly meeting
Programme Board	Meetings	SRO, PB,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 x x x x x	monthly meeting
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 x x x x x	monthly meeting
JSC	Meetings	SRO, JSC, PMO	Jan-20	x	x x x x x	x x x x x x x x x x x x	monthly meeting
Assurance							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PMO		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				
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, JSC	Jan-20	x	x x x x		
Project business case	Live document	SRO, PMO, PB, JSC		x			
Project issues log	Live document	SRO, PMO, PB, JC, JSC	Jan-20	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		
Project M & E plan	Live document	SRO, PMO, PB, JC, JSC					
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PMO	Jan-20				
Audit and risk							
Audit	Audit	SRO, PB, PMO, JC		IA IA IA	WAO/NAO WAO/NAO WAO/NAO		annual audit
Risk Critical Friends	Meetings	PMO, IA, Proc, Risk		x x x	x x x		
Lessons learned workshop	Meetings	Partners					
Comms group	Meetings	Partners		x	x x x x		