

Swansea Bay City Deal Portfolio Level Integrated Assurance and Approval Plan V26

					202	0/2021						202	1/2022						,	022/20	123						203	23/20:	24				
Assurance / approval / Reporting	Activity/Product	Primary client	Apr Aav	, la	Jul pu	g to	Vov Dec	Jan Feb	Mar	lay kpr	u I				Jan	-eb	Apr	Jun Jun		deg	to Sci)ec	Jan Feb	yar.	lay la	un :	IN 01	dec	t D	Sec	Jan	-ep	Comments
Governance			,,,			10,10		,,,,,		, , ,	,		0,10	1210						Q 103	15 12		,,,		<u> </u>	,		, 0,					
Meetings																																	
Joint Committee	Meetings	SRO, JC, PoMO		x	x	x	x x	x x	x		x x	ĸ	x x	x :	x x	x x		х		x	,		x	x			x	x	1	ĸ	x	x	Will move to bi-monthly after June 2022. No meetings during pre election period April/May 2022.
Programme Board	Meetings	SRO, PB, PoMO		х	••	х	хх	хх	x x	^ ^	^ /	x x	хх	^ '	хх	^ ^	x :	х х	х	х х	хх	x	хх	x x	(X	х	х х	x	x :	х х	х		Monthly meeting.
Economic Strategy Board	Meetings	SRO, ESB, PoMO		х	x x	x x	x x	x x	x >	x x	x)	x x	хх	x :	хх	x x	;	x	х	х)	44	x	х	х	\vdash	x	х	1	x	х	х	Bi-Monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO			x	x	x	x	Ш		x	x	x		x	x		x		x	x	x	x			x	x	Ш	x	x	Ш	x	Meetings every two months. No meetings in pre election period April / May
Regional Section 151 Officers WG/UKG/PoMO briefing	Meetings Meetings	AB, PoMO SRO, PoMO, WG, UKG		x		x x	x x	x	x	x x	x	x x	x x x	1	^	x x	Ψ.	x		x x	L.	x		х		x		X	Ų.	X	Ų.	х	Quarterly meeting Monthly meetings
PoMO Team	Meetings	SRO, PoMO	X X	_		x x					_		X X							x x						_							Fortnightly meetings
PoMO/Project Leads	Meetings	PoMO, Project Leads		_	х х		хх		х >	-			хх							х х													Monthly meetings
WLGA Regional City Deal Directors	Meetings	SRO, WLGA, WG	x	х	х	х	х	х	,	x	X	х	х	: :	х	x	х	х		X	x	х	x		(x	х		X	х		х	Meetings every two months
Strategies, Policies, Processes and Pla	ins																																
Portfolio Business Case	Strategy	PoMO, SRO, PB, JC, WCGIB		x	x	x x		x	x					1	x x	x x						x	x x	x						x	x	x x	Originally approved by JC in March 2021. Annual update schedule between Dec and March each year. Led by POMO, updates, consultation and approval by PB and JC prior to submission to WCGIB.
Monitoring and Evalution Plan	Strategy	SRO, PoMO		x	x										x	x						Ш	x x								x	x	Reviewed, updated and approved in line with Portfolio Business Case update and approval
Risk and Issue Strategy	Strategy	JC, PB, JSC, PoMO			\perp		Ш	Ш	Ш		\perp	\perp	Ш	\coprod	x	x	Ш				Ш		x x	\perp	\perp	Ш	⊥		Ш	╧	x	x	Reviewed, updated and approved in line with Portfolio Business Case update and approval
Change Management	Process	JC, PB, JSC, PoMO													x	x							x x								x	x	Reviewed, updated and approved in line with Portfolio Business Case update and approval
Communications and Marketing Plan	Plan	JC, PB, JSC, PoMO												1	x x								x x								x	x	Reviewed, updated and approved in line with Portfolio Business Case update and approval
Gateway Assurance Framework	Process	JC, PB, JSC, PoMO				Ш			Ш							x							x x						Ш		x	x	Approved by PB in Feb-22. Awaiting further work with UKG and WG on feedback prior to JC approval.
Anti-Fraud and Anti-Corruption Strategy	Strategy	JC, PB, JSC, PoMO											x							x								x					Review annually in Sept of each year and approved via governance boards if required
Welsh Language Guidance	Process	JC, PB, JSC, PoMO								х										x								x					Review annually in Sept of each year and approved via governance boards if required
Meeting Protocol	Process	JC, PB, JSC, PoMO											x							x								x					Review annually in Sept of each year and approved via governance boards if required
Reporting																																	
Highlight Report	Monthly	SRO, PoMO, PB, JC, ESB, JSC	x x		x x	x	x x	x	x	х	x	x	x	x :	x	x x	:	x x		x x	×	x	x	x	x	x	х	x		x x		x x	Monthly report summarising achievement, plans and risks/issues. No report during Quarterly report month
Quarterly Monitoring Reports	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC			x	x		x	,	x	,	ĸ	×		x		x		x		x	Ш	x	,	(x		x		x		Quarterly monitoring report collated by PoMO and reported through PB, JC, JSC
Integrated Assurance & Approval Plan	Quarterly Report	SRO, PoMO, PB, JC, JSC		x		x		x	,	x	,	ĸ	×		x		x		x		x		x	,	¢ .		x		x		x		Quarterly monitoring report collated by PoMO and reported through PB, JC, JSC
Issues Log	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC		x	x	x		x	,	x	,	ĸ	×	Ш	x		x		x		x	Ш	x	,	¢ .		x	Ш	x		x		Updated on a quarterly basis in line with Portfolio Risk Register and Covid Impact Assessment
Risk Register	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC		x	x	x		x	,	x	,	ĸ	x		x		x		x		x		x	3	•		x		x		x		Part of Quarterly Monitoring Report
SBCD Dashboard	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC		\Box		+	oxdot	$\vdash \vdash$	$\perp \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \!$	+		_	\vdash	+	+	_	х	_	x		x	$\bot \bot$	x	,	(\sqcup			х	_	х	_	Part of Quarterly Monitoring Report
Benefits Register Community Benefits	Quarterly Report Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC SRO, PoMO, PB, JC, ESB, JSC		++		++	₩	$\vdash\vdash$	+	+		+	++	++	X	+	x		x		x	++	×		`		x x		x x		x	+	Part of Quarterly Monitoring Report Part of Quarterly Monitoring Report
Financial Monitoring	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC	-	+	Y	¥	H	¥	Η,	Y	٠,	x	- ×	+	Ŷ	+	Ŷ	+	x	_	Y	++	<u> </u>	+		_	x		x		Ŷ	+	Part of Quarterly Monitoring Report
Procurement Pipeline	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC		\Box		t tî		ſΤ	Ħ		T		ĦÎ	TT	x	1	x		x		x	TT	x	1			x		x		x	\top	Part of Quarterly Monitoring Report
Construction Impact Assessment	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC											Ш		ш		х		х		х		x		(x		х		x		Part of Quarterly Monitoring Report
Joint Committee Workplan	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC			I				П			T	Ш	П	П	T			х		х	\prod	x	,	(х	Щ	x	Ε	x	Ţ	Part of Quarterly Monitoring Report
Gateway Review Action Plan	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC				x					,	ĸ	x		x		x		x	x	x		x	3	۲		x		x		x		Gateway 0 recommnedation report produced annually in July; approved through governance by Sept and progress reported on a quarterly basis
Regional Audit Action Plan	Quarterly Report	SRO, PoMO, PB, JC, ESB, JSC	x						,	x	,	ĸ	х		х		x		х		x		x	,	(x		x		x		Audit recommendations provided in April of each year with Quarterly monitoring on progress against actions
Annual Report	Annual	SRO, PoMO, PB, JC, ESB, JSC	x x	х					,	x	x													,	x	x							Annual report detailing status and progress made over last 12 months across the Portfolio
Assurance																																	
Level 1 - Functional Assurance (Interna	al)																																
Technical, due diligence, data security and financial	Internal procedures	PoMO				x							x						x				x	Ī			x				x		Aligned to PoBC update and Gateway assurance process
Level 2 - Independent																																	
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO		x				Ш	Ш				Ш																				SRO appointment in June 2020. RPA submitted

OGC Gateway Review Process	Strategic Assessment	SRO, PB, PoMO, JC	Ш	Ш		x	ال	\perp	Ш		L'	Ι΄	⊥′	⊥ ′	1		ᆫᅵ	⊥ ′		x		, L		_	⊥ ′		L	1	_l	L I	1				1	_	L		x	L			ᆚ	⊥′	⊥ ′			ال	$_{\perp}$	L]	. I	×	1		ᆈ	$_{\perp}^{\prime}$	\perp'	⊥′	1			Last Gateway Review completed July 2022. Amber / Green rating awarded
Accounting Officer Review (AC	AOR) Accounting Officer Review (AOR)	SRO, PB, PoMO, JC, WCGIB	\prod			J		x :	×	J	×	\int	$oldsymbol{oldsymbol{arGamma}}$	\int	$oldsymbol{oldsymbol{\Gamma}}$	J	ୁ⊤		⅃			, 	⅃	_[ヹ	ſ	⊥⊤		\int	_T	⊥_,	\int	J		Γ	_]			_T	 	ſ	J	ୁ୕୕	ヹ゚	ヹ゙	Ī		J	Ţ	Ĺ		J		Ĺ	ſ		Ţ	┙	Ţ	Ţ	Ī	╝		A one-off exercise to approve Portfolio business case in 2021. All AOR recommendations were completed.
Level 3 - Audit			Æ7	Ā	A	Ā	Ā	Æ	T	Ī	Ī	I	A7	H	A7	Ī	A.	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	I	Ī	Ī	Ī	I	I	Ī	Ī	Ī	I	Ī	I	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	Ī	
External Audit	Annual Wales Audit Recommendation Report	AB, PoMO		ıΤ	, T	х	×	x	ιТ	ıΤ	1	Γ	Γ			Т	Ţ	×		x		x		, Γ	1	Γ	ıΤ	1		ıΤ	1		Γ			T	×		x	x			ιТ	1				ιТ	$_{\parallel}T$	ī		T	x	x	x	4	ιТ	$_{I}^{T}$	Γ	1				Annual Wales led Audit recommendation report with with approval at JC by Sept each year
Internal Audit	PCC Annual Audit Recommendation Report	AB, PoMO		$_{\scriptscriptstyle \rm I} {\sf T}$	ιT	T	, Τ	x	ıΤ	,Τ	7		×	x	:	T	Ţ	1				, T		, Γ	1	Γ	T			Ţ	×		x	, T		T	1		T	1	Γ		, T				Ī	x	×	1		Ţ	, T	1		T	Ţ	٦	Γ	7		,		Pembrokeshire Council led internal audit. Report due each year in March with approval at Programme Board in April



City Deal	Integrated Assurance and A	Approval Plan																															
A	Author Developed	Brimany allows				2020/2021						20	21/2022							2022/2	2023						2	023/20	24				
Assurance / approval / Reporting	Activity/Product	Primary client	Apr	May	3	Sep Sep Nov	Dec	Feb dar	Mar	May	un P	Aug	oct Oct	Nov Dec	Jan	Mar	Apr	Jun	Aug	Sep	Š Oct	Dec	Jan Feb	Mar	May	u E	Aug	Sep	N S	Dec	Leb Feb	Mar	Comments
Governance																																	
Meetings																																	
PDM Programme Board	Meeting	PCC, Partners, PoMO, PB																		x	хх	x	x x	x >	x x	x		x		x		x	To be established. TOR Written. Bi-monhtly meetings TBC. Chaired by the SRO of PCC
Project Board	Meeting	PCC, Partners, PoMO	x	^				хх			x x				x x			(x			хх	x	хх	x >	x	x		x		x		x	Partners proposing monthly update meetings initally PCC invited
Pembrokeshire County Council Milford Haven Port Authority	Council Meetings internal PDI meetings	PCC, MHPA MHPA			x																												monthly meeting
Celtic Sea Power	PDZ meetings	WDSL			x												_					-		_	_	_	_	_	_	_	_		PDI board meet weekly Weekely progress meetings / monthly reporting and review of schedule Risk Register and
ORE Catapult	MEECE update	OREC			×				_				x x	_	x x			(x	_		_		_	_	_			x x			x x	^	budget underway. Steering group meet twice a month
Pembrokeshire Coastal Forum	META update	PCF		_	x			x x	_	_	x x		x x	x x	x x	x x	_	x x	_	_	_		_		x			x x					Monthly progress meeting Monthly progress meeting
Partner collaboration meetings	Collaboration meetings to govern progress	Partners	+*-			* * * *	++	+		+	x x	++	* *		* *	` ^	× ×	+	-	+	_	×	* *	,			+	x x					
Line Committee		000 10 0.440					х :	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	×	х :	x x	x	We have held the First Collaboration meeting and this will now progress during 2022
Joint Committee	Meeting	SRO, JC, PoMO)	x	x x x	x :	x x	×		x x		x x	x x	x x	×		x		×	×		×	×	x	>	:	x	×	3	x	x	Monthly meeting, bi monthly after June 22
SBCD Programme Board	Meeting	SRO, PB, PoMO		,	x	x x x x	x :	x x	x x	x	x x	x :	x x	x x	x x	c x	x x	c x	x x	x	x x	x	x x	x >	ı x	x >	x	x x	x	x :	x x	x	Monthly Meeting
Joint Scrutiny Committee	Meeting	SRO, JSC, PoMO			+		+	+	+				x	x	++	x	+	x	-	x	x		x	x	x	,		x	x	,	x	x	Bi monthly meeting
Economic Strategy Board	Meeting	SRO, ESB, PoMO									x x		x x		x	x	х			x	x		x	x	x)		x	x	,	x	х	Monthly meetings
PoMO / Project Leads Team Meeting Risk Critical Friends	Meeting Meetings	PoMO, Project Leads PoMO, IA, Proc, Risk	++		ιх	x x x x x x		x x	х	(X	x x	x	x x	x x	хх	K X	x x	K X	х х	X	x x	x	хх	X 2	K X	X)	x	хх	(X	x :	x x	x	Monthly meetings
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PoMO				1 1 1	L		士			ш			Ш	丗	⋢							廿	上			▆			ᆂ	Ħ	
Strategies, Policies, Processes and Plans																																	
PDM Business Case	Strategy	SRO, PoMO, PB, JC, JSC							T											Ш			хх	x >					Ш				
Project Implementation Plan Communications Plan	Plan Plan	SRO, PoMO, PB, JC, JSC SRO, PoMO	x	_	x	x		x	٠,	,			-		_		J		Ţ	+	J		v	Η,		-				-			
Reporting		2.12,7 2.112							-1^		^		^		1^1		^		^		^				`			^			^	_	
Risk Register	Report	SRO, PMO, PB, JC, JSC	Т	Т	ТТ		П.	. .	νT.			I.	. .	J J	T.T.				J J	T.	J	I, I		νĪ,								ı,	Partners maintain individual RRs in accrodance with element leads
Project issues log	Report	SRO, PMO, PB, JC, JSC						x x	x x	x	x x	x :	x x	x x	x x	x x	x x	c x	x x	x	x x	x	x x	x >	(x	x >	×	x x	x	x 2	x x	x	Live document (updated monthly at PDM Board meetings)
Highlight report	Live document (updated monthly, except on quarterly reporting months)	SRO, POMO, PB, JC, JSC, ESB				x	x	x	x	x	x	х :	x	x x	×	c x	х	c x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Monthly Report, apart from when Q Monitoring takes place
Quarterly Monitoring Report	Quarterly Report	SRO, POMO, PB, JC, JSC,					Η,	x	×		x		x		x		x		x	Ħ	x		x	,		,		×		٠,	x		Quarterly Report
Integrated Assurance & Approval Plan	Quarterly Report	ESB SRO, POMO, PB, JC, JSC,			+		Н.	x	Ŧ.				1.			+1	_	+		+	_		_	H.		+				+	_	-	Quarterly Report
Benefits Register	Quarterly Report	ESB SRO, POMO, PB, JC, JSC,		-	+			-	Ŧ		^		+^		╬	+	^	+	_	++	_		^	H	`	'		×		ť	_	+	
Community Benefits	Quarterly Report	ESB SRO, POMO, PB, JC, JSC,	-	_					+						×		x		×	++	×		×	l l'	,	,		×		,	×	-	Quarterly Report
		ESB							4						x		x		x		x		x	,	(,		×	1	,	x	+	Quarterly Report
Financial Monitoring	Quarterly Report	SRO, POMO, PB, JC, JSC, ESB					:	x	x		x		x		x		x		x		x		x	,	()		×		3	x		Quarterly Report
Procurement Pipeline	Quarterly Report	SRO, POMO, PB, JC, JSC, ESB													x		x		×		x		×	,	c	>	:	x	1	3	x		Quarterly Report
Construction Impact Assessment	Quarterly Report	SRO, POMO, PB, JC, JSC, ESB															x		x		x		x	,		,		x		,	x		Quarterly Report
Assurance																																	
Level 1 - Functional Assurance (Internal)																																	
Technical, due diligence, data security and financial	Internal procedures	PoMO, Project Lead				x							x							x					T			x					PDM does not have this in place or know what this is currently.
Level 2 - Independent																																_	
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO	П						T											П									Ш				
OGC Gateway Process OGC Gateway Process	Project Assessment Review (PAR) Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC SRO, PB, PoMO, JC	+	- -	+	+	+	+1	\perp	\mathbb{H}	\vdash	+	+1		+	Ш	- -	$oldsymbol{+}$	$-\parallel$	+	4	Н	4	Н	1	- -	\mathbb{H}	- -	\mathbb{H}	#	4		DCA Rating - Amber - Feb-20
OGC Gateway Process	Gate U Programme Strategic Assessment	SAO, FB, PUNIO, JC																							×								PCC as SRO are leading the pre Gateway review proforms drafting. PDM Partners are updating the 5 cases in the form of their addendums. PDM partners have requested PDM provide the narrative for the management case that applies to all SRCD projects for inclusion All these are dependencies of Gateway Review. as such we can't say that the dates are achievable, especially if any changes to the business case need to go through City Deal Governance for approval. There is also a query whether PDM is at Cate 0 given the projects are all delivering their respective projects, which are all considered to be post Gate 3. These have not been agreed with lan Williams but are being progressed and we can update when certainty on the dependencies are further advanced.
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC							T																								
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PoMO, JC							1											Ш													
OGC Gateway Process	Gate 3 Investment Decision Gate 4 Readiness for Service	SRO,PB,PoMO, JC SRO,PB,PoMO, JC	$+ \Box$	Ŧ	H	$+$ \square	$+ \mp$	$+\Box$	F	H		H	$+\Box$		$+ \mathbb{T}$	П	Ŧ	H	$\bot \Gamma$	H		H		H	F	Ŧ	H	Ŧ	H	Ŧ	F	H	
OGC Gateway Process OGC Gateway Process	Gate 4 Readiness for Service Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC SRO,PB,PoMO, JC	+		+		++	+	+	\mathbb{H}			+		++	+ +	+	+	+	+	-	+		+	+		\mathbb{H}	+	+	-	+	+	
Level 3 - Audit								- 1					- 1												_								
Audit	Audit	SRO, PB, PoMO, JC	VAO/NAO	VAO/NAO										x x	x															I			Annual audit
		1	>	s s	111		Ш			Ш						Ш				Ш		Ш		Ш			Ш						ı



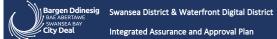
Digital Infrastructure

Integrated Assurance and Approval Plan

					20	20/2021						2021/	2022						202	22/202	3					202	3/2024				
Assurance / approval / Reporting	Activity/Product	Primary client	Apr May	Jun	Aug	Sep	Nov Dec	Jan Feb	Mar Apr	May Jun	Jul .	Aug Sep	Oct Nov	Dec	Jan Feb	Mar	Арг Мау	Jun	Aug	Oct	Nov	Jan	Mar	Арг Мау	Jun	Aug	oct .	Dec	Jan	Mar	Comments
Governance																															
Meetings																															
Digital Programme Board	Meeting	CCC, PCC, CCS, NPT	x	x	x	x	x	x	хх	хx	x	хх	хх	x x	хх	x	хх	хх	x D	κ x	хх	x z	x x	x x	хх	x x	x	х	x >	x x	Monthly Programme Board meetings
Carmarthenshire County Council	Council Meeting	ccc	ı,	TT	11	хх	,	7		TT	Ħ	T				Ħ						TT	11	T		Ħ	TT	\top			Reports and/or presentations taken to CMT/PEB/EB as appropriate for
Carrier and County Council	Council Meeting		⊢	++	+	^ ^	^	Ĥ	_		\vdash		_		_	-	_	-	++	+	_	44	+	+	_	<u> </u>	44	_	_	+	decisions and updates
Regional Local Authorities	Council Meeting	CCC, SCC, PCC, NPTC				x x					Ш			Ш		Ш					_										Reports/Business Case taken as appropriate for decision and discussion
Joint Committee	Meeting	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	х		x	x	x	Monthly meeting - Highlight reports/Project updates provided as requested. Bi monthly after June 2022
SBCD Programme Board	Meeting	SRO, PB,PoMO	x x	ж :	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 2	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	Meeting	SRO,ESB.PoMO	x x	x :	x x	x x	x x	x x	x x	x x	x	x x	x	t	x	x	x	x)	(x	x	x	x	x	×	:	x	x	x	Bi-Monthly meeting - Highlight reports/Project updates provided as requested
Joint Scrutiny Committee	Meeting	SRO, JSC, PoMO	х		х	x	x	x	х	х	x	x	х	t	х	х	х	х)	(х	х	х	х	х	х		x	х	х	Meeting every two months - Documentation provided as requested
PoMO / Project Leads Meeting	Meeting	PoMO, Project Leads		х :	хх	хх	x x	x x	x x	x x	x	x x	x x	x x	x x	х	х х	x x	x >	x x	х х	x z	x x	хх	x x	хх	x	х х	x >	хх	
UK and Welsh Gov Policy discussions	Meeting	SRO, PoMO	х		x	x x	х		x	x		x		x		x		x)	(х		x		x	х	: [[x		x	Several policy meetings have taken place to inform Business Case. Policy discussions ongoing quarterly.
Strategies, Policies, Processes and Plans																															
Digital Infrastructure Programme Business Case	Strategy	PoMO, SRO, PB, JC, WCGIB				х	хх				П												х	x							Dates to be reviewed by end of January
Reporting																															
Highlight Report	Monthly Report	SRO, PoMO, PB, JC, JSC, ESB	П	ТТ	П	ТТ	х	x	х	хx	П	хх	x	x x	x	x	х	х	x D	d I	хх		x x	x	х	x x	1 1	х	-	x x	Monthly report apart from when Q Monitoring
Programme Risk Register & Issues Log	Monthly Report	SRO, PoMO, PB					x x	хх	x x	хх	х	хх	хх	х	хх	x	хх	x x	х >	c x	x x	х :	x	x x	хх	x x	x	x x	х >	x x	Risk register and issues log produced and live. Monthly review and amendments ongoing via Digital Programme Board.
Quarterly Monitoring Report	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB		1 1	11		11	x	х		х		х		х	Ħ	х	х		х		х	11	x	х		х		х		
Integrated Assurance & Approval Plan	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB						x	х		х		х		х		х	х		х		х		х	х		х		х		
Benefits Register	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB													x		x	x		х		х		x	x		х		x		
Community Benefits	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB													x		x	x		x		x		x	x		х		x		
Financial Monitoring	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB						x	х		x		x		x		x	x		x		x		x	x		х		x		
Procurement Pipeline	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB													x		x	x		x		x		x	x		х		x		
Construction Impact Assessment	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB									Ш						х	х		х		х		x	х		х		х		
Assurance																															
Level 1 - Functional Assurance (Internal)																															
Technical, due diligence, data security and financial	Internal procedures	PLA, Project Leads											x							x							×				Annual Review
Level 2 - Independent							-								•		-														
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO		х		x					П					х															Reviewed and updated March 2022
OGC Gateway Process	Project Assessment Review (PAR)	SRO, PB, PoMO, JC																													DCA rating Amber/Green - Oct-21
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC		Π	Ħ	x	T				Ħ			T	T	П			Ħ	Ħ		T	\sqcap	х			Ħ		T		Review agreed with WG IAH. Future Gate 0 will be determined in May assessment.
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC	tt	tt	11	\top	\top	\top		TT	H	\top	+	T	\dashv	Ħ	\top		tt	11	1	tt	11	\top		Ħ	T	\top	1	1	DECOUNTER.
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PoMO, JC		11		11										T															
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PoMO, JC		11		11										T															Includes hub site procurements (Rural/Urban and Dark Fibre)
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PoMO, JC				11																									
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC														П															
Level 3 - Audit and risk																															
Audit	Audit	SRO, PB, PoMO, JC	WAG/NA WAG/NA	WAG/NA O																											твс
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Project Partners	Meetings	Partners	x	x x	х	x x	х	хх	х	x >	(X	х	х х	х	x x	х	x x	х	хх	: х	x x	x	x >	c x	х х	х	x x	х	x x	х	x :	x x	x	х	х		Monthly Meeting
Joint Committee	Meetings	SRO, JC, PoMO		x x	х	x x	х	х х	х	x)	(Ш	x x	х	x x	х	x x	х	х		х	\perp	х	х	х	\perp	x	х	х		х	х	<u> </u>	х	ш	_	Monthly Meeting, moving to bi monthly June 2022
Programme Board	Meetings	SRO, PB,PoMO		x x	х	x x	х	x x	х	x >	(X	х	x x	х	x x	х	x x	х	х х	: х	х х	x	x >	c x	х х	х	x x	х	x x	х	x :	x x	_ ^	х	х	_	Monthly Meeting
Economic Strategy Board	Meetings	SRO,ESB.PoMO		х х	х	x x	х	x x	х	x)	(x	x	x x	х	x	х	х	+	х	х	х		х	х	х	1	х	х	х		х	х		х			Bi monthly
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO	-	х	х	х		х	х	,	'	Н	х	+	х	х	х	+	х	х	x		х	х	х	+++	x	х	х	\vdash	х	х	_	×			Bi monthly
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Risk Critical Friends	Meetings	PoMO, IA, Proc, Risk	+	_	+	_	¥	x x	1	_	+-	1 1		+	_	+	_	+	-	-		+		+		-	-	₩	_	\vdash	-		-	+	₩	-	
Lessons learned workshop	Meetings	Partners	-	-	+ +		*	x x	+		+	1 1	-	+	_	+	-	+ +	-	+		+ +		+		1	-	H		H	+		-	+	++	-	
Comms group	Meetings	Partners		x	11	x	T	x	+	,		t	_	Ħ		+		† †	_	+ +	\dashv	11	_	\top	_	+	1	H	_	Ħ	\dashv	+	+-	+	Ħ	T	
Strategies, Policies, Processes ar	•										_			•															-								
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Risk Register	Regular Report	SRO, PMO, PB, JC, JSC			1 1		T			T	х	Ħ	х	Ħ	x		х	T	х		х		,	(х	T	х	Ħ	х		7	x		х	Ħ		Quarterly
Project issues log	Regular Report	SRO, PMO, PB, JC, JSC		х	х	х		х	х	,	,	х	х		х	х	х	1 1	х	х	х		х	х	х		х	х	х		х	х		х		x (Quarterly
Quarterly Monitoring Report	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB							x		×		x		x		×		,		x	. []	,		×		×		x		Π,	×		×			0
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OGC Gateway Process	Project Assessment Review (PAR)	SRO, PB, PoMO, JC			$\dagger \dagger$	1	$\dagger \dagger$		T		T	Ħ					\vdash	$\dagger \dagger$	ı	\dagger		$\dagger \dagger$		T		$\dagger \dagger$	1				T			\forall	Ħ	\exists	
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OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PoMO, JC	t	+	T	_	t	+	\Box	\vdash	1	Ħ	+	Ħ		T		11	1	+	_	T	\dashv	+		Ħ	\top	Ħ	+	Ħ	1	$^{+}$	+	+	\vdash	Ť	
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC	Ħ	<u> </u>		T	TT	T	T		T	H	\top	Ħ			Ħ	Ħ	T		T					Ħ	T		1	Ħ	T			\forall	ΙŢ	1	Arena lessons learned
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City and County of Swansea Coun UWTSD UWT Project Partners Meeti Joint Committee Meeti	itings itings itings	Primary client CCS CCS CCS UWTSD Partners SRO, JC, PoMO	Apr May Jun		19/2020 15 5 8 8	Dec Jan	Mar	Apr	Int I	2020/202 6 de s	o o o o	Jan Feb	Mar	May	Jul Aug	2021/2022 Ge 50 3	Dec	Feb	Apr	Jul Jul	2022/202 6 de to 0		Leb Jan	Mar	May	Jul	2023/202 B G S		Jan Feb	Mar	Comments
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Programme Board Meeti		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 x x	x x	x x	x x	x x x	x x	x x	x x	x x	x 3	x x	x	x x x	x N	Monthly Meeting
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Joint Scrutiny Committee Meeti		SRO, JSC, PoMO					x	x	x	x	x	x	x	x		^	x x	x	x	x	x		x	x	x	x	x	x	x	xВ	Bi monthly
PoMO / Project Leads Team Meeting Meeti		PoMO, Projec 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 x	x 3	x x	x	x x x	x N	Monthly Meeting
Uk and Welsh Gov Policy Workshops Meeti	· ·	SRO, PoMO																													
Risk Critical Friends Meeti		PoMO, IA, Proc, Risk				x x	t x				x x x												\perp	_						\perp	
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	hly Report	SRO, PoMO, PB, JC, JSC, ESB			\Box						T	x x	x	x x	x	x :	x x	x x	x	x	x x	хх	x	×	x x	3	x	x	x x	x ,	monthly apart from when Q Report is due
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Benefits Register Quart	rterly Report	SRO, PoMO, PB, JC, JSC, ESB										x	x		x	x	x		x	x	x		x	x		x	x		x		Quarterly reporting
Community Benefits Quart	rterly Report	SRO, PoMO, PB, JC, JSC, ESB															x	:	x	x	x		x	х		x	x		x		Quarterly reporting
Financial Monitoring Quart	rterly Report	SRO, PoMO, PB, JC, JSC, ESB											x		x	x	x	:	x	x	x		x	х		x	x		x		Quarterly reporting
Procurement Pipeline Quart	rterly Report	SRO, PoMO, PB, JC, JSC, ESB															x		x	×	x		x	x		x	x		x		Quarterly reporting
Construction Impact Assessment Quart	rterly Report	SRO, PoMO, PB, JC, JSC, ESB																	x	x	x		x	x		x	х		x	С	Quarterly reporting
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financial Level 2 - Independent	mai procedures	Powo, Project Lead					1 1			^											*						*				Illual review
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	e 3 Investment Decision	SRO, PB, PoMO, JC																												N c s	Lead deliverer UWTSD: Innovation Matrix/inc. Precinct. Innovation Matrix currently seeking additional funding (please see Quarterly Report for period)
	e 4 Readiness for Service	SRO,PB,PoMO, JC																												N c	Lead deliverer UWTSD: Innovation Matrix/inc. Precinct. Innovation Matrix currently seeking additional funding (please see Quarterly Report for period)
Benel		SRO,PB,PoMO, JC																												А	Arena lessons learned
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Assurance / approval / Reporting	Activity/Product	Primary client	Apr	Мау	Jun	2020/ 6ny	2021	Nov	Dec	Feb	Mar	May	Jun	luc	2021 Bny	/2022 deg 50	Nov S	Dec	Feb	Mar	Apr	Jun	Jul	2022 Bny	/2023 de S	Nov	Dec	Feb	Mar	May	Jun	고 크	023/2 6ny	1024	Nov.	Jan	Feb	Mar	Comments
Governance																																							
Meetings																																							
SILCG Programme Board	Meeting	SRO, Partners, PoMO		П	П	ПП	¥	l v	Τ,	П	, ,	v	T _v			Π,	, _v	٦,	, 1	¥	¥ .	, ,	Т		Τ	П	v	П	¥	Т	· ·	T	Τ,	П	Τ,	П	Τ,	x n	uarterly meetings
Project Working Group - BTC	Meeting	NPT, Partners	·	v	v v	v	^ v	v	v .	, ,	^ ^	\ \ \ \	Ť	Ţ	v	v v	, ,	v .	, ,	^ •		· ·	x	v	v v		<u>,</u>	l,	Ĵ,		·	v	v ,	, ,	v .	(x	,		fonthly meetings
Project Working Group - SWITCH	Meeting	NPT,SU, Partners	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	x x	Ĥ	^ ^	x	x x	X	x	x	x >	x x					Nonthly meetings
Project Working Group - Decarb	Meeting	NPT, Partners	х	х	x x	x	хх	х	х	κx	хх	х	х	х	х	хх	x	х	χ	x	x	х х	х	х	хх	x	х	х	х	х	х	х	x x	κx	x	(x	x x	x N	fonthly meetings
Project Workking Group - AMPF	Meeting	NPT, Partners			х х									х	х	х	П		х		x :	x x	х	х	х			х			х								Ionthly meetings
Neath Port Talbot Council - RSD Board SBCD Joint Committee	Council Meeting Meeting	NPT SRO, JC, PoMO	х	х	х х	х	хх	х	x x	X	x x	х	X	x		x x					x	x x			x x					X	x	х			x :	x			fonthly meetings fonthly meetings, bi-monthly after June 2022
SBCD Programme Board	Meeting	SRO, PB,PoMO		l t				Ħ	Ť	x	^ x	х	x	x	x	x x	x	x x	x	x	x :	x x	х	х	x x	x	x x	х	x x	x	x		x)	(x	x :	(X	x >	x N	fonthly meetings
SBCD Economic Strategy Board	Meeting	SRO,ESB.PoMO	х	х	х х	х	хх	х	хх	×	хх	х	х	х	х	х		х	х		х	х		х	х		х	х	х		х		х	х	- :	(х	В	ii-monthly meetings
SBCD Joint Scrutiny Committee PoMO / Project Leads Team Meeting	Meeting Meeting	SRO, JSC, PoMO PoMO, Project Leads	·	¥	v v						x x			X										¥	X Y Y	X	y v	I V	X Y		X			X					fonthly meetings fonthly meetings
Strategies, Policies, Processes and Plan		7 OWO, 1 TOJECT LEADS			^ I X	1.^	^ I X	1.4.	^ I X		^ I X	^			_^_			^ ^		^			^		^ I X		^ ^	141	^ 1 7	^	. ^		^ I,		^ -		^ I /	A IV	oning moonings
		SRO, SILCG PB, PoMO,	П	П		1 1	$\overline{}$	П	$\overline{}$	Т	$\overline{}$		$\overline{\mathbf{T}}$		П		T	Т	П	$\overline{}$	_	Т	Т		$\overline{}$	Т	$\overline{}$	П	$\overline{}$	_	П	_	_	11	T		_	Т.	
SILCG Programme Business Case	sine	PB, JC. JSC	Ш	Щ		\perp	4	х	×	4	4	1	х	х	х	Щ	\sqcup	_	\sqcup		_	_	1	Щ	_	\Box	4	x	х	1	Ш	_	_	$\downarrow \downarrow$		Ш	4	Р	BC approved Aug 2021
Programme Implementation Plan	Plan	SRO, SILCG PB, PoMO, PB, JC, JSC					x	x	×	x	x x	x	x	x	x	x x	x	x x	۱ ا	x	x :	x x	x	x	x x	×	x x		x x	x	x	x	x x	ιx	x :	x x)	x R	tegular review
Monitoring & Evaluation Plan	Plan	SRO, SILCG PB, PoMO, PB, JC, JSC					x	x		x		Ì	x	х		х		x	Ħ	x		x	x		x		x	П	x		x	x		x	:		,	x R	tegular review
Programme Communications Strategy	Plan	SRO, SILCG PB, PoMO,	+	H			_	H	+		+	+	+	H		H.	. 🗖	_	H		Ŧ	١.		H	٠.	. 🔠	_	Ħ	_			_		+,	1.	Ħ	+.	, D	- Individue various
Programme Communications Strategy	Plan	PB, JC, JSC	Ш	Ш			X	×	丄	×		<u> </u>	×	Ш	Ш	L X	Ш	X	Ш	x		X		Ш	×	Ш	X	Ш	×		X			×		Ш	L,	ХK	tegular review
Reporting																																							
Highlight Report	Monthly Report	SRO, SILCG PB, PoMO, PB, JC, JSC, ESB						x	x	x	x	x	x		x	x	x	x	x	x		x x		x	x	x	x	x	x	x	x		x >	ť	x :	•	x x	x N	Nonthly report apart from when Quarterly Monitorin
Programme Risk Register	Regular Report	SRO, SILCG PB, PoMO, PB, JC, JSC						x	x x	x	x		x	x		×	1	х	(x		x	x		x		x		x		x	x		x		x)	x R	legular review
Programme Issues Log	Regular Report	SRO, SILCG PB, PoMO, PB, JC, JSC						x	x x	κx	x	х	х	х		x	x	х	·	x		x x	x		х	x	x x		x	х	x	х		х	x :	(x	,	x R	tegular review
Quarterly Monitoring Report	Quarterly Report	SRO, SILCG PB, PMO, PB, JC, JSC, ESB	,						×	(×			x		x	1	х	(x		x		x		×		х			x		x		x		C	Quarterly review
Intregrated Assurance & Approval Plan	Quarterly Report	SRO, SILCG PB, PoMO, ESB							x	x	x x	x	x	х		x	x	x x	¢ .	x	x :	x x	x		x	x	x x		x x	×	x	x		x	x :	x x	3	x R	tegular review
Benefits Register	Quarterly Report	SRO, SILCG PB, PoMO, PB, JC, JSC, ESB																х	ť		x		x		x		x		х			x		x		x		C	Quarterly review
Community Benefits	Quarterly Report	SRO, SILCG PB, PoMO, PB, JC, JSC, ESB																х	ť		x		x		x		x		х			x		x		x		C	Quarterly review
Financial Monitoring	Quarterly Report	SRO, SILCG PB, PoMO, PB, JC, JSC, ESB							×	ť	x			x		x		х	ť		x		x		x		x		х			x		x		x		C	Quarterly review
Procurement Pipeline	Quarterly Report	SRO, SILCG PB, PoMO, PB, JC, JSC, ESB							1								П	х	,		x		х		х		×		×			х		х		х		C	Quarterly review
Construction Impact Assessment	Quarterly Report	SRO, SILCG PB, PoMO,	Ħ	Ħ	- -	$\dagger \dagger$	\top	Ħ	+	$\dagger \dagger$	十	1	1	H		Ħ	$\dagger \dagger$	+	$\dagger \dagger$	T	×	1	¥	П	٦,	Ħ	┪,	Ħ	Τ,	T	Ħ	×	7	¥	t	¥	7	-	Quarterly review
	addition y respons	PB, JC, JSC, ESB	ш	Ш				ш				_		ш		Щ.	11		ш				<u> </u>	ш	^^						Ш			1^1	_				
Assurance																																							
Level 1 - Functional Assurance (Internal		eno ellocara a-sec	_		_							_	_				1 1	_			-			_				1 1	_	_			1		_		-	_	
Technical, due diligence, data security and financial	Internal procedures	SRO, SILCG PB, PoMO, PB, JC, JSC			\perp		\perp	Ш	\perp	Ш	х	⊥	x	L		x	Ш	x	\perp	x	x	х	\perp	Ш	x	Ш	x	\coprod	x x	\perp	x		,	١	:	١.	;	хΤ	o plan with NPT internal audit for 2022
Level 2 - Independent																																							
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO			x		T		T											x	T						T		T						Ī			N	leeting with WG Jan 2022
OGC Gateway Process	Performance Assessment Review (PAR)	SRO, PB, PoMO, JC			x													Ĭ														ĺ						Р	CA Amber rating - June-20. AR scheduled for w/c 15/05 for 5 days with pre AR workshop on 02/05 (in person)
OGC Gateway Process	Critical Friend Review (CFR)	SRO, HAPS PB, PoMO, PB, JC, JSC	,				x	П		\sqcap		Ī						T	\sqcap									П							T		T	Р	art of BC approval process. All recommedations
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC																											t	x								A G	omplete ssessent meeting with PoMO & WG Jan 2022. sate 0 timed to co-incide with key decision points or projects. Provisional scheduling shown for 2023 or be agreed following Sep 22 review.

OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC																				
OGC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PoMO, JC																				Delivery Strategy for AMPF and PDF
OGC Gateway Process	Gate 3 Investment Decision	SRO,PB,PoMO, JC														x						Investment decision for SWITCH Sep 22. Investment decision for AMPF June 23
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PoMO, JC																				
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC																				Review and benefits for Technology Centre
Level 3 - Audit																						
External Audit		SRO, SILCG PB, PoMO, PB, JC, JSC															x					PAR scheduled for w/c 15/05 for 5 days with pre PAR workshop on 02/05 (in person)
Internal Audit		SRO, SILCG PB, PoMO, PB, JC, JSC												x :	x							Discussions held with NPT internal audit team to be held in October 2022
Risk Critical Friends		SRO, SILCG PB, PoMO, PB, JC, JSC																				PoMO to advise

A W/ GUINESA DAY	HAPS Project Integrated Assurance and A	Approval Plan																										
Assurance / approval / Reporting	Activity/Product	Primary client	Apr May		020/2021 Seb day	Nov Dec	Feb	Apr	Jun Jun	2021/ Bny		Nov	Jan Feb	Mar	May	Jul	2022/2		Nov Dec	Jan	Mar Apr	May	JnC	2023/20 Bn W	15 O S	Dec	Feb Mar	Comments
overnance																												
eetings																												
APS Regional Project Board	Meeting	SRO,CCC, PCC, CCS, NPT			1		TT	T T	T T	1 1	1	TT	TT	Т.Т.		T T	Т Т.		JII.		J	Τ.		T T	TT	L	TT	Bi- Monthly meetings
APS Regional Technical / Advisory group	Meeting	CCC, PCC, CCS, NPT &			x	x x	xx	X X	x		x		x	x ,	x	x				^	X X	×		x	x	x	\vdash	
		Ptnrs				x	t l						x			x		x	x		x	х		x		x		To be established.
eath Port Talbot Council - RSD	Council Meeting	NPT SRO, JC, PoMO			x x x				x x			x				х		x				x	х			x		Monthly meetings
ICD Joint Committee ICD Programme Board	Meeting Meeting	SRO, JC, PoMO SRO, PB.PoMO	X X	X X	x x x	x x x	XX		x		X V	x	x	x		X		X	X	X .	x	X	X	×	X X	X	X X	Bi monthly from June 2022 Monthly meetings
BCD Economic Strategy Board	Meeting	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	X X	X X		X X	× ×	X X	X X	bi monthly meetings
BCD JSC	Meeting	SRO, JSC, PoMO	x	x	x	x x	x x		x		x	x	x	ΤŤ		x	T I	x	х :	x	Ť	x	х	. х	x	x		bi monthly meetings bi monthly from June Monthly meetings
oMO / Project Leads Team Meeting	Meeting	PoMO, Project Leads	x x	хх	x x x	x x x	x x	хх	хх	c x	хх	хх	хх	x >	хх	хх	x	хх	x x :	x x	хх	хх	x	хх	хх	хх	хх	Monthly meetings
rategies, Policies, Processes and Plans																												
oject Business Case	Strategy	SRO, HAPS PB, PoMO, PBJCJSC		×	×	x x	П	x	x x		П	П	П	П	П	x	П	x	×	П	x	×	П	×	П	×	×	OBC approved July 2021, will be revised and updated where approportate on a six monthly basis
oject Implementation Plan	Plan	SRO, HAPS PB, PoMO, PB,		-			+	\vdash	\vdash		+	+		Н				+		+	+	-						
		JC, JSC SRO, HAPS PB, PoMO, PB,		x	x	x x	×	x	x		x	x x	x x	x >	x	x	x	x	x	x	x	×		x	x	x	x	Regular review / update - internal project planning document
onitoring & Evaluation Plan	Plan	JC, JSC			x	x			x x	۲		x x		x >	x	x		×		x	x		x		x	×		Regular review
oject Communications Strategy	Strategy	SRO, HAPS PB, PoMO, PB,				x	x	x	х	c x		x	x x	x >	x	x		x		x	x		x		x	x		Regular review
porting																												
ghlight Report	Monthly Report	SRO, HAPS PB, PoMO, PB, JC, JSC, ESB				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 (highlight), apartfrom when Q Monitoring Report
oject risk register	Bi Monthly Report	SRO, HAPS PB, PoMO, PB, JC, JSC, ESB		x	x	x x x			х	(x	x x	x x	x >	x	x	x	x	x	x	x	х		x	x	x	x	Reviewed bi-monthly and updated if appropriate
oject issues log	Bi Monthly Report	SRO, HAPS PB, PoMO, PB, JC, JSC, ESB		x	x	x	x	x x	x x	x x	x x	x x	x x	x >	×	x	П	x	П	x	x		x		x	×		Regular Review
uarterly Monitoring Report	Quarterly Report	SRO, HAPS PB, PoMO, PB, JC, JSC, ESB				x	1	x	x	•	x		x	,	x	x		x		x	x		x		x	x		Quarterly Report
tregrated Assurance & Approval Plan	Quarterly Report	SRO, HAPS PB, PoMO, PB, JC, JSC, ESB				x	r .	×	х		x		x	,	x	x		x		x	x		x		x	x		Quarterly Report
enefits Register	Quarterly Report	SRO, HAPS PB, PoMO, PB, JC, JSC, ESB											x)	x	x		x		x	x		x		x	x		To review / monitor / update on a regular basis
ommunity Benefits	Quarterly Report	SRO, HAPS PB, PoMO, PB,											x	,	x	x		x		x	×		x		x	x		regular review
nancial Monitoring	Quarterly Report	SRO, HAPS PB, PMO, PB,				×		x	х		x		x	,	x	x		x		x	х		х		x	x		regular review
ocurement Pipeline	Quarterly Report	SRO, HAPS PB, PoMO, PB,									\pm	\blacksquare	x	١,	x	x		x		x	x		x		x	x		regular review
onstruction Impact Assessment	Quarterly Report	SRO, HAPS PB, PoMO, PB, JC, JSC, ESB											Ť	,	x	×		x		x	×		x		x	x		regular review
ssurance		00,000,200																										
evel 1 - Functional Assurance (Internal)																												
echnical, due diligence, data security and	Internal procedures	SRO, HAPS PB, PoMO, PB,		TI			Ш	x	x		x	x	П	x >	x	x		x	x	П	x x	x	П	x	П	x	x	
evel 2 - Independent								,						•														
GC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO		x	111	Т	T		П	1 1		П		x				П	П	Т	_	_		П	П		П	Delivery Confidence Assessment (DCA) Amber rating - June-20.
GC Gateway Process	Project Assessment Review (PAR)	SRO, PB, PoMO	\vdash	^ ¥	+	+	+	\vdash	++	+	+	+	H	Ĥ	+	-	+	+	+	+	+		×	\vdash	+	H	+	PAR Review carried out July 22 - Amber/Red rating,
DGC Gateway Process	Assurance of Action Plan (AAP	SRO, PB, PoMO	\vdash	^	+H	++	+		++	+	+		$\vdash\vdash$	+		×	++	++	¥	+		-			++	H		AAP of PAR carried out Nov 22 - Amber rating,
GC Gateway Process	Critical Friend Review (CFR)	SRO, HAPS PB, PoMO, PB,	ΙH	-	+H	+	+							1 I					^									TBC
	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC	Ш			\top	TT	\sqcap	TT	\top	$\dashv \dashv$	\top	\vdash	\sqcap	\top		+	$\dashv \dagger$	+	+	T	1	\Box	ΠŤ	\sqcap	Ш	П	
GC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC												ш														
GC Gateway Process	Gate 2 Delivery Strategy	SRO,PB,PoMO, JC												1 I														Discussions to be held with SRO after PAR is held in July with regards to arranging future Gateway Review
GC Gateway Process	Gate 3 Investment Decision	SRO,PB,PoMO, JC				$\pm t$	H			+	\pm	$\exists \exists$	H	Ħ			+	\pm	\pm	\pm	\blacksquare	_	\Box	H	H	Ħ	Ħ	
GC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PoMO, JC	H	\pm	+	$\pm \pm$				\pm	\dashv	\dashv	\vdash	Ħ	+		+	\pm	$\dashv \dagger$	$\dashv \dagger$				Ħ		H	Ħ	
GC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC		+			H			+	$^{+}$	+	H	H		H	+	+	+	+				H	H	H	H	
vel 3 - Audit			шШ				ш				ш		Щ_	ц		Щ.	Ш	Ш	Ш	Ш				Ш		Щ	щ	
· · · · · · ·		SRO, HAPS PB, PoMO, PB,				11	TT		T	1 1	11	11		П			1.7	11	11	17	1	_			П		T	
Γ'					1 1 1	1 1	1 1		1 1		1 1	1 1	1 1	1		1 1		1 1	1 1	1 1		1		1 1	1 1	1 1	1 1	TBC
xternal Audit		JC, JSC SRO, HAPS PB, PoMO, PB,			$\perp \downarrow \downarrow \downarrow$	44	Щ.				+	$\perp \mid \downarrow \mid$		Ш			11			$+\!\!+\!\!\!+$	ш				-	Ш	Щ.	



Skills and Talent

Integrated Assurance and Approval Plan

						2020/	2021							2021	1/2022	2						202	2/202	3						202	23/20	24				
Assurance / approval / Reporting	Activity/Product	Primary client	Apr Apr	Ē	In gu	Sep	Dct 2	290	la de	Mar	Apr.	Jun Jun	D)	yng jeb	Oct	200	a g	-eb	γþ	May		de de	Oct	200	Jan	lar lar	γbr	May	Ιŋ	Sug.	de C	ò	Sec le	e	Var	Comments
Governance			~ 2	,	/ 4	0,	J Z	- 10	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	- -	1 2	ر ا -		~ O		- 0	٠,	2 ت			<u> </u>	4 0)	, ₁ \sim	ں ے	,	- -	`	2 7	ب	4 0	,,		. ا ت	, 14	12	
Meetings																																				
Project board	Meetings	CCC, PCC, CCS, NPT	x x	TVI	. I .	TVT	v v	, I v			. Τ,		v I	v I v	Tul	v I v			.T.	v I			1.1	. I.	ΤVΙ	v I v	ΤυΤ	v v	Tul	vI.	v I v	I .	v I v	Tv	Tv	Monthly meeting
Carmarthenshire County Council	Council Meetings	CCC	1 + +	Ŷ	· ·	÷	* *) 	· ·	, , ,		^	÷	^ ^	Ŷ	î î	, ,	Ŷ) 	÷.	· ·	^ ^	÷	· ·	÷	^ ^	 	<u> </u>	÷	· ·	^ ^	Ŷ	î î	+	÷	Monthly meeting
RLSP	Meetings	RLSP	x x	Û	<u>, , , , , , , , , , , , , , , , , , , </u>	÷	• •	(X	2 3		x x	<u> </u>	-	^ ^	÷	 		x >		x >		^ -	1	^ ^	÷	^ ^	Ŷ	^ ^	÷	<u>^</u>	<u> </u>	÷	x x	+	÷	
Regional LAs	Council Meetings	CCC, SCC, NPTC, PCC	 ^ ^	Ŷ	^	 ^ 	``	Ĥ	^ ^	`	÷	^ ^	_	+	-	^ ^	<u> </u>	^	÷	Ĥ	^ ^	-	1	^ ^	Ĥ	^ ^	Ĥ	^ ^	Ĥ	+	^ ^	Ĥ	^ ^	÷	+^	World by Meeting
Project Partners	Meetings	Partners	V V	Û	v v	T.	Û,	, v	v .	, ,	,	v v	v	v v		v v	, ,	٧,	, ,	x ,	, ,	x x	-	v v	v	v v	ı,	v v	v	v ,	· ·	v	x x		·	Monthly meeting
Joint Committee	Meetings	SRO, JC, PoMO	Ŷ Ŷ	Ŷ	^ ^	Ŷ	Ŷ Ŷ	Ŷ	Ŷ ¥	Ŷ	Ĥ	Ŷ	Ŷ	^ ^	Ŷ	Ŷ Ŷ	· ·	Ŷ,	` 	Ĥ	· ·	Ŷ	 	Ŷ ^	Ŷ	Ŷ	Ĥ	Ŷ	Ŷ	<u>^</u> ;	Ŷ	x	Ŷ	_ ^	Ŷ	Monthly meeting, bi monthly after June
Programme Board	Meetings	SRO, PB,PoMO	x x	¥	x x	¥	x x	, , ,	x x	, ,	x ,	y Y	Y ·	x x	¥	x x	, , ,	x ,	, x	x ,	· v	x x	¥	× ×	Ŷ	x x	¥	× ×	Ŷ	¥ ;	× ×	Ŷ	y y	x	Ý	Monthly meeting
Economic Strategy Board	Meetings	SRO,ESB.PoMO	x x	¥	x x	¥	x x	, , ,	x x	, ,	x ,	· ·	Y ·	x x	¥	^ ^	, , ^	Y /	¥	Ĥ,	· ·	Y Y	v v	^ ^	Ĥ	x ^	Ŷ	^ ^	Ĥ	Y Y	^ ^	Ĥ	Y Y	¥	Ť	Bi monthly meeting
Joint Scrutiny Committee	Meetings	SRO, JSC, PoMO	Y A	¥	^ ^	Ĥ	Y .	· ·	^ ^	, ^	· ·	· ·	Ĥ	x x	¥	Ŷ	;	Ŷ.	¥	H,	· ·	¥	v	Y	+	Y Y	Ŷ	Ŷ	+	¥	¥	H	Y	Ý	+	Bi monthly meeting
PoMO / Project Leads Team Meeting	Meetings	PoMO, Project Leads	Ĥ	¥	x x	¥	× ×	, x	x x	, x	Ŷ,	y Y	¥ ·	x x	¥	y y	, x	× ,	, x	x ,	· v	x x	v	x x	¥	x x	Ŷ	x x	¥	× ,	y y	¥	× ×	· ·	¥	Monthly meeting
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PoMO	+	Ĥ	^ ^	Ĥ	^ ^	Ť		` ^	Ť	Ĥ	Ĥ	<u>^ ^</u>	Ĥ	^	Ť	Ĥ	Ť	Ĥ		^ ^	Ĥ	^ ^	Ĥ	^ ^	Ĥ	^ ^	Ĥ	<u> </u>	^ ^	Ĥ	^	Ť	Ť	
Risk Critical Friends	Meetings	PoMO, IA, Proc, Risk	+	$\pm \pm$		+	x x	(x	H		+	\pm	H	+	+	+	+	H	1	H	\pm	-	+		+	+	H	_	+	-	_	H	+	+	+	
Lessons learned workshop	Meetings	Partners		TT		T	Ť	Ť	х	(\top	\top	Ħ	1	\Box	+	+		1	ΙT			T		T	1	Ħ	1	П	7	1	П	+	T	t	†
Comms group	Meetings	Partners		х	1	х		х	ΠŤ	х	一		mt	1	П					ΙT			TT		Ħ		Ħ		\Box		T			Ť	Ť	1
Strategies, Policies, Processes and Plans				Πİ		Πİ					T																									
Project business case	Strategy	SRO, PoMO, PB, JC, JSC		T		Ħ			П	\Box	T				П	T		П		П			П	T	П	хх	х	T			T		T	Т	T	
Project Implementation Plan	Plan	SRO, PoMO, PB, JC, JSC	х	T^{\dagger}	х	Ħ	х		х		х		х		х	T	х		х	ΠĦ	х		х		х		х		х	T	х	П	х		T	
Project M & E plan	Plan	SRO, PoMO, PB, JC, JSC		T^{\dagger}		Ħ	T		П	\top	o	\top	Ħ	1	Ħ	T				ΙT			T		Ħ		П		Ħ	T	T	Ħ	T	Ť	Ť	1
Reporting																			•															•	•	
Highlight Report	Monthly Report	SRO, PoMO, PB, JC, JSC, ESB	П	П	Т	ПТ		Т		П	т			Т	П	Т	Т		Т	П			П	Т	П	Т	ПТ		T	T	Т	П	Т	Т	Т	Monthly report apart from when Q Monitoring
							×	×	×	(X	×	x x	1	x x		x x	١	x >	١	x >	x	x x		x x		x x		x x		x :	x	x	x	х	x	takes place
Project risk reg	Bi Monthly Report	SRO, PoMO, PB, JC, JSC,	х		х	х	х		x	х	,	x	х	х		х	х	>		х	х	х		x	х	х	M	x	х	3	x	х	х		х	Bi Monthly Report
Project issues log	Bi Monthly Report	SRO, PMO, PB, JC, JSC	х		х	х	х		x	х	х	x	x	х		х	х	>	,	х	х	х		x	х	х		x	х		x	х	х		х	Bi Monthly Report
Quarterly Monitoring	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB							x		x		x		x		x		x		x		x		x		x		x		х		x			Quarterly Report
Integrated Assurance & Approval Plan	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB							x		x		x		x		x		х		x		x		x		x		x		х		x			Quarterly Report
Benefits Register	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB									Т						x		х		x		x		x		x		x		х		x			Quarterly Report
Community Benefits	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB									T						x		x		x		х		x		x		х		х		x			Quarterly Report
Financial Monitoring	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB		Ħ					x		x		х		x		x		х		x		х		х		х		х		х		х	:		Quarterly Report
Procurement Pipeline	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB									T						х		х		x		x		х		x		х		х		x			Quarterly Report
Construction Impact Assessment	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB				П		T			一	П	H			T	T		x		x		х		x	T	x	T	х		x		х		T	Quarterly Report
Assurance																																				
Level 1 - Functional Assurance (Internal)																							, ,													
Technical, due diligence, data security and financial	Internal procedures	PoMO, Project Lead				x					, I			x								×								1	x					Annual review
Level 2 - Independent																																		_		
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO				\coprod			Ш		,	x	Ш		\coprod			>	١						$oxed{L}$		LΙ									
OGC Gateway Process	Project Assessment Revew (PAR)	SRO, PB, PoMO	Ш						Ш		$oldsymbol{ol}}}}}}}}}}}}}}}}}}$																Ш									
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC											x												x											Gate 0 undertaken Aug 21 - Green DCA. Assessment .Next review due January 2023
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC		T	1	T			Ħ		一		mt	1	П					ΙT			TT		Ħ		Ħ		\Box		T			Ť	Ť	1
OGC Gateway Process	Gate 2 Delivery Strategy	SRO, PB, PoMO, JC		T^{\dagger}	1	Ħ	1		Ħ	\top	o	\top	Ħ	1	П	1				Ħ			11	1	T		T	1			T		1	Ť	Ť	1
OGC Gateway Process	Gate 3 Investment Decision	SRO, PB, PoMO, JC		TT		T	-1-	+	tt		\top	\top	Ħ	1	\Box	+	+		1	ΙT			T		T	1	Ħ	1	П	7	1	П	+	T	t	†
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PoMO, JC		TT		T	-1-	+	tt		\top	\top	Ħ	1	\Box	+	+		1	ΙT			T		T	1	Ħ	1	П	7	1	П	+	T	t	†
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC		$\dagger \dagger$		Ħ	T	T			一		Ħ			T	T								П		П	1		T	T		T		T	
Level 3 - Audit	Borono	·																					_													
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Audit	Audit	SRO, PB, PoMO, JC	WAO/NAO WAO/NAO																							Annual audit	
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					20	019/2020							2020/2	021					2021	2022					2022/20	23					20	23/2024	ı			
Assurance / approval / Reporting	Activity/Product	Primary client	- A	£ = =	, b a	π ≥	2 9	e e	2 10	<u>-</u>	χ u	- D	۵	π ≥	8	< 0 ≥	- A	s =	g d	π ≥	2 5	Q 16	- A	- D	9 7	3 3	e 4	× ×	- A	s =	D 6	2 π	3 2	c 0	× ×	Comments
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Governance																																				
Meetings																																				
Project Board	Meetings	CCC & Partners						x					x	x		x	x x	x	x	x	x	x	x :	c	x	x	,		x	x	x	x	x	×		Bi-monthly meeting / when a key decision is required
Steering Group	Meetings	CCC		++	1 1	1 1		x x		++		x x	++		++												++									Established following appointment of
7		000 0 111/01			1	×	X 3	x x	K X	×	x x	x x	x			×	×	×	x	×	x	×	×	×	x	x	x	×	×	×		`	x	×	^	contractor
Zone 1 Construction Project Board	Meetings	CCC, Bouygues UK, Gleeds																		x x	x x	x x	x x :	x x	x x	x x	x 3	c x	x x	x x	: x :	x x	x x	x x	×	Established following appointment of contractor
Zone 1 Design and Technical	Meetings	CCC, Bouygues UK, Gleeds																		x x	x x	x x	x x :	x x	x x											
Zone 1 Community Benefits Stakeholder Group	Meetings & Review of Social Value Strategy	CCC, Bouygues, Further and Higher																										Ħ								Group to meet during pre-construction and
		Education, Health, Community Group	5																			×	x x	x x x	x x	X X	: x 3	· x	x x	x x	: x :	x x	x x	x x	×	construction stages for Zone 1
CCC Cabinet and Pre-Cabinet	Meetings	CCC		x		x	x					x x	x			x		x	x			x			x			x		x	,				x	To coincide with all key decision and governance points
Full Council	Full Council	CCC								1 1			H															×								governance points
Council Meetings (Scrutiny)	Council Meetings (Scrutiny)	CCC	¥	+	+	x	x >	x			¥		+	-		¥	H		x		_	 x		- ×				×	+		¥	+	_		- x	Reports taken to Scrutiny as appropriate
Members Briefing (Political Parties)	Members Briefing (Political Parties)	CCC	х	c x								x		x									,	c x				Ü								
Hywel Dda UHB	CMT/BPPAC/PPPAC - Business/People Planning Performance and Assurance Committee	HDUHB			x						×		×	×		×		×	×				11,		¥		×			×	11,	.		×		At least 3 times per annum
					↓			↓ ^		\perp	_ ^		"	ļ^	$\perp \downarrow$				LL^		^	Ш	$\perp \perp \perp$	$\perp \perp$	1		1"	$\perp \! \! \perp$			11	\perp		Щ.	\perp	
Academic partners	Cardiff, Swansea and Trinity Universities, Coleg Sir Gar, Pembrokeshire and Gower Colleges:	Partners	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 x	x x	x x	x x	x x	x 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	I
ARCH - A Regional Collaboration for Health	Meetings - HDUHB/SBUHB/SU/CCC	SRO, PB, PoMO, JC		x x		x				Ħ			П	x x	Ħ	x x	x x	x x	x x	x x	x	x	x	x	x	x	x	x	x	×			x	x		Discussions on research
Communications Group	Meetings	Partners		×	. x	×		x		×	x	×	Ħ	+	†	×	, x	×	×	×	x	x	×	x	x	١,	Η,	+	×	x	x	×	×	H	x	
Wellness Hub Workstream	Meetings	CCC, HDUHB, Scarlets, Sport Wales		++^					+-	+^+	_ ^	HÎ	+	+	+	+H^	HÎ.	H-	ĦÎ.	HÎ.	− 1.	HÎ	+++	+:-	Ë	t.ť	1.1	++	+	H	++	+ 1	<u>_</u>	H	1	Bi-monthly
Wellness Hub sub-groups:	Therapies sub-group	British Diving , Third Sector CCC, Health Board & Scarlets	×	x	-		,		×	1	*	×	++	x	+	×	×	×	x	x	×	x	x	×	x	×	×	×	×	×	11		x	\vdash	+-	
wellness Hub sub-groups:			х	c x	x	x	3	×																												Task & Finish group
	Catering sub-group	CCC & Health Board	x	х	x	x	,	x x	x x	x	x x	x x	x	x x	x	x x x		x	x	x	x	x	x :	c x	x	,	: 3		x	x	x	x	x	x		
	Leisure management sub-group	CCC		T			Η,			ı,					l.			l,			,					١	١.,						x x			
	Outdoor Space Group	CCC, Leisure, HDUHB						^ _^	` ^	 ^	^ ^	^ ^	<u> </u>	^ ^	^	^ ^ ^			^		_	^		` ^ ^	^ ^	^ <i>^</i>	1	` ^	^ ^	^ ^	1	` ^	^ ^	^	1	t
																				x				x	x		: 3	•	×	x	:	x		x		l .
Innovation and Research Implementation	Leadership of Innovation	Cardiff University / Hywel Dda University Health Board/ccc																	,							٧,	. ,	, ,						x x		Strategic Parternship established January 22.
A	Manting	CCC and HDUHB						_	-				\sqcup	^ ^	<u> </u>		_ ^			^ ^		^ ^		1 1 1	_ ^	1	1	` ^		^ ^	<u> </u>				+	22.
Assisted Living Workstream	Meetings				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	x x	x 3	c x	x x	x x	: x :	x x	x x	x x	x	l .
Zone 3 Design Review	Review of Stage 1-2 designs for Zone 3	CCC, AHR Architects, Coreus, WSP																		x	x x	x x	x x :	x x x	x	,	x 3	c x								Dedicated design meetings with consultants
Health and Wellbeing Implementation Group	Meetings	CCC and partners										¥	×		×		¥	×	¥				Η,		¥	×	×	×	×				¥	¥	×	See footnote below
Integration / Therapies subgroup	Meetings	CCC, HDUHB, Academia, Research		++	+	+		-	-	+++		-	-		+-+		-						+++			Η,	Η,	, "						-	-	<u> </u>
Education, Skills and Training Implementation	Meetings	CCC, academic partners, health boar	d																									Ħ								
Group												x	x	x		x x	x	x	x	x	x	x	x	x	x	x	,	'	x	x	x	x	x		x	See footnote below
Whole Site Delivery	To finalise the whole site operational management and sustainability	CCC/financial advisors/specialist inpu	t										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 3	c x	x x	x x	x :	x x	x x	x x	×	I.
Digital Infrastructure	Meeting	CCC and partners inc Open reach an	1		x		,	x			x	x	x	x		x	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	City Deal Digital lead CCC, DIT	-	\vdash	1 1	1 1		-		++			++		++												++									o
Joint Committee	Meeting										_					x x			x			x x	×	x				+ +							+	Stage 1 template submitted 16/02/21
	5	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	K .	x	x	x	x		x		•	x	x	x	Bi monthly after June 2022
Programme Board	Meeting	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 x :	x x	x x	x x	x 3	c x	x x	x x	x :	x x	x x	x x	x	Monthly Meeting
Economic Strategy Board	Meeting	SRO, ESB, PoMO		Ш	Ш	Ш				x	x x		x	x x	x	x x x	хх	x x		x	^	x	x :			,		c		x	x	x	x			Bi monthly meeting
Joint Scrutiny Committee	Meeting	SRO, JSC, PoMO		$\perp T$	$\perp \Gamma$	$\perp \Gamma$	LΤ			П	x		x	x	ЦΤ	x x		x	x	x	x	x	1	c .	x	x	x	x	┸	x						Bi monthly meeting
PoMO / Project Leads Team Meeting	Meeting	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 x	x x :	x x x	x x	x >	x 2	(x	x x	x x	x :	x x	x x	x x	x	Monthly Meeting
Strategies, Policies, Processes and Plans																																				
Project business case	Strategy	SRO, PoMO, PB, JC, JSC			П	П			T	\Box		x x	x	x x	\Box			П				ПП	1 1:			П	T	\Box		П	T					
Zone 1 - Project Execution Plan	Plan									T^{\dagger}			П		П					x x	x x	x x	x x :	x x x	x x	х э	x 3	c x	x x	x x	х :	k x	x x	x x	x	NEC Contract
Zone 1 - Monthly Update Report	Monthly reporting by Bouygues UK and Gleeds on			+				+	+	Ħ	\pm	H	H		†			H	H	-	, ,	, ,	, , ,		, ,	١,,	١,,			. .	1,1.	. x	, ,	ļ		
	Zone 1 construction - Report															\perp					^ *	^ *	<u>^ ^ '</u>	` ^ *	^ *	1,1,	1,1,	` ^	^ *	^ ×	1.1,	` *	^ *	^ ×		
Reporting																																				
Highlight Report Project risk reg	Monthly Report Monthly Report	SRO, PoMO, PB, JC, JSC, ESB SRO, PoMO, PB, JC, JSC, ESB	$-\Gamma$	+1				1	\perp	\perp	+1	\Box	\vdash	x	x	x x x	х		x x	x	x x	x x	x :		x	x >		(х	x		х :		x x			Monthly apart from when Q Report Monthly Review
Project risk reg Project issues log	Monthly Report	SRO, PoMO, PB, JC, JSC, ESB	++	+				+	+		+	\vdash	+	-	_	x x x	_	_	x x																	Monthly Review
Quarterly Monitoring Report	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB														x	x	x		x	x		×	x	х		x		x	x		x		x		Quarterly Report
Intergrated Assurance & Approval Plan	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB SRO, PoMO, PB, JC, JSC, ESB								П	П		П		П	x	x	x		x	x			x	х		x		x	х		x		x		Quarterly Report
Covid Impact Assessment Benefits Register	Quarterly Report Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB SRO, PoMO, PB, JC, JSC, ESB	-+	++	++	++	\vdash	+	+	+	+	$\vdash \vdash$	++	+	+	x	x	x		x	x		x	x	x		x	++	x x	x		x		x		Quarterly Report Quarterly Report
Community Benefits	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB		+				+	+	Ħ	\pm	H	H		†			H	H	\pm	x		x	x	x		x	+	x	×		x		x		Quarterly Report
Financial Monitoring	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB								П					П	x	x	х		x	x		x	x	x		x		x	х		x		x		Quarterly Report
Procurement Pipeline Construction Impact Assessment	Quarterly Report Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB SRO, PoMO, PB, JC, JSC, ESB	-	++	\perp	\perp			+	+	+		++		+	\perp	\vdash	\vdash		+	x	Ш		x	x		x			x		x		x		Quarterly Report Quarterly Report
	Qualitary Report	3.10, F0MO, FB, 30, 330, ESB						_	_										\Box				x	X	ı ıx		x		×	ı ı x	11	x		×		цианену кероп
Assurance																																				

Level 1 - Functional Assurance (Internal)																								
Technical, due diligence, data security and financial	Internal procedures	PoMO, Project Lead							x				x				x				x	T		Annual review
Level 2 - Independent																								
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO													x									
OGC Gateway Process	Project Assessment Review (PAR)	SRO, PB, PoMO																						
OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC																					x	Gate 0 will include key milestones for Pentre Awel development
OGC Gateway Process	Gate 1 Business Justification	SRO, PB, PoMO, JC																						
OGC Gateway Process	Gate 2 Delivery Strategy/PAR	SRO, PB, PoMO, JC							x															DCA Amber rating - Jun-20
OGC Gateway Process	Gate 3 Investment Decision / Performance Assessment Review (PAR)	SRO, PB, PoMO, JC																						TBD Sept 22. Will include an appraisal of the Investment Decision for Phase 1
OGC Gateway Process	Gate 4 Readiness for Service	SRO, PB, PoMO, JC																					x	To be scheduled July 2024
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC																						The anticiapted completion date is Summer 2024. Timing of Gate 5 review to be agreed
Level 3 - Audit																			•					
Audit	Audit	SRO, PB, PoMO, JC	WAO				x	IA			x						x				x			Wales Audit Office Internal Audit

Meetings																																		
	Meetings	CCC	 			_	1 1	_		1 1	_		T T	т т		_										1 1	_	_	_	T T			_	Month of the
Project board		CCC	44	+																														Monthly meeting
Carmarthenshire County Council	Council Meetings		11	$\perp \perp \perp$																														Monthly meeting
UWTSD	Meetings	UWTSD			_																													Monthly meeting
Joint Committee	Meetings	SRO, JC, PoMO			x x																													Monthly meeting, bi monthly after June 2022
Programme Board	Meetings	SRO, PB,PoMO	$\perp \! \! \perp \! \! \perp \! \! \perp$	$\perp \perp \perp \perp$	x x	xx	x x	x x	(x)	x x	x x																							x Bi monthly meeting
Economic Strategy Board	Meetings	SRO,ESB.PoMO	$\perp \! \! \perp \! \! \perp \! \! \perp$	$\perp \perp \perp \perp$	x x	xx	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, PoMO	$\perp \Gamma$	$\perp \perp \perp \perp$		x	x	x	x	x	x	x	x	$\Box\Box$	x	x	x	х	х	x	x	x	x	x	x	x	x	х	x		x	x :	x	x Bi monthly meeting
Risk Critical Friends	Meetings	PoMO, IA, Proc, Risk	$\perp \! \! \perp \! \! \perp \! \! \perp$	$\perp \perp \perp \perp$				x	х >	x x	x		x	x	$\Box\Box$		$\perp \perp \mathbb{I}$	×	x	$\Box\Box$		Ш	x	x					x	x		$\perp \! \! \perp \! \! \! \! \! \perp \! \! \! \! \! \! \! \! \! \!$	$\perp \perp \Gamma$	
Lessons learned workshop	Meetings	Partners											x	x				×		x			x		x				x	x				
Comms group	Meetings	Partners					x	×	c x	×		x	x	x				x	×				x	x					x	x				
Uk and Welsh Gov Policy Workshops	Meetings	SRO, PoMO						х	(x)	K X																								
Strategies, Policies, Processes and Plan																																		
Project business case	Strategy	SRO, PoMO, PB, JC, JSC																	x		x x													Developed in line with Gateway process. Date TBC
Project M & E plan	Plan	SRO, PoMO, PB, JC, JSC								x	x	х	x	x	х	x	x	x	x	x	x x	x	x	x	x x	c x	x	×	c x	x				
Project Implementation Plan	Plan	SRO, PoMO, PB, JC, JSC																																Drafted/updated prior to each business case development stage
Reporting																																		
Highlight Report	Monthly Report	SRO, PoMO, PB, JC, JSC, ESB)	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	х	x	x x	х	Monthly Report apart from Q Monitoring
Project risk reg	Bi Monthly Report	SRO, PMO, PB, JC, JSC	TT				x	x x	(x)	x x x	x	x	x	x	x	x	x	x	x	x	x x	x	x	x	x x	c x	x	x	c x	x	x	x	x	Bi monthly update
Project issues log	Bi Monthly Report	SRO, PMO, PB, JC, JSC	\top				x	x x	(x)	x x x	x	x	x	x	х	x	x	х	x	x	x x	х	х	x	x x	c x	x	×				x	x	Bi monthly update
Quarterly Monitoring Report	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	T				TT	TT	T		x	x		x	х		x	x	х		x	x	x	x	x		x	x	c	x	x		x	Quarterly Report
Integrated Assurance & Approval Plan	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	TT				TT	TT	T		x	x		x	х		x	x	x		x	x	x	x	x	c	x	x	c	x	x		x	Quarterly Report
Benefits Register	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	TT				TT	TT	T		T		TT				x	x	x		x	x	x	x	x		x	x	c	x	x			Quarterly Report
Community Benefits	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	\pm			\top		T				Ħ	T	\vdash	ш		x	x	х		x	x	x	x	x		x	١,		x	х		x	Quarterly Report
Financial Monitoring	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	\top			\top		T			x	x	T	х	х		x	x	x		x	x	x	x			x			x	x		x	Quarterly Report
Procurement Pipeline	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	\top			\top		T				ĦŤ	T	\vdash	ĦĨ	\Box	x	x	×		x	x	x	-			x	_		x	x	11	-	Quarterly Report
Construction Impact Assessment	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	\top			+		T				Ħ		Ħ	H	\Box	\top	x	x		x	x	x				x				x			Quarterly Report
Assurance																																		
Level 1 - Functional Assurance (Internal)																																	
Technical, due diligence, data security and financial	Internal procedures	PoMO, Project Lead		Ш		Ш		Ш	,	ĸ	Ш	Ш	Ш	Ш	x				Ш		x				x	(Ш	Ш		Ш				Annual Review
Level 2 - Independent																																		
OGC Gateway Process	Risk Potential Assessment	SRO, PB, PoMO				П	П	П		П	П	П		П				,					П					П	П					RPA Assessment Estimated Date - TBD with SBCD
OGC Gateway Process	Project Assessment Review (PAR)	SRO, PB, PoMO, JC	\mathbf{H}			Ħ		H	\mathbf{H}	H	Н	Н		Н			+										H	H	H			\mathbf{H}	H	SBCD
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OGC Gateway Process	Gate 0 Programme Strategic Assessment	SRO, PB, PoMO, JC																																
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 / Performance Assessment Review (PAR)	SRO,PB,PoMO, JC	\Box																				x											Anticipated Gateway 3 date in line with discussions with SBCD
OGC Gateway Process	Gate 4 Readiness for Service	SRO,PB,PoMO, JC	Ħ														Ħ															x		TBC dependent on outcome of Gateway 3
OGC Gateway Process	Gate 5 Operations Review & Benefits	SRO,PB,PoMO, JC	$\dagger\dagger$			Ħ	Ħ	Ħ	Ħ	Ħ	Ħ	Ħ		Ħ	Ħ	x										Ħ	Ħ	Ħ						TBC in discussion with SBCD
Level 3 - Audit															ш																			
Audit	Audit	SRO, PB, PoMO, JC	TT	111	TT	1 1-	Jal-				T	TT	П	П			11	11	П	T T T		П	T			П	П	П		П		11	1.1	
					IA IA	MAO/NAO	WAO/NAO			IA																								Annual audit



SBCD Campuses

Integrated Assurance and Approval Plan

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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
Governance																				
Meetings																				
Delivery Team	Meetings	Project Leads		Х	X	х	х	X	X	Х	Х	Х	Х	X	X	X	Х	Х	х	X
Workstream Leads Meeting	Meeting	Project manager and Workstream leads																		
Steering Group	Meeting	Project Leads, Internal Partners		х	x	х	х	х	X	х			x	x	x	x	х	x		
External Reference Group	Meeting	Project Leads, Internal and External Partners		х	x	х	х	х	x	х			х	x	х	х	х	х	х	x
City Deal Strategic Oversight Group	Meeting	PLA						х	х	х	х		х	х	х	х			\neg	
CSS Governance	Meeting																			
Health Board Governance	Meeting																			Х
SBUHB Board	Meeting	SRO, PL, Internal Partner																	х	
HDUHB R&I Board	Meeting	SRO, PL, Internal Partner																	\neg	Х
Scrutiny Panel	Meeting	SRO, PL, Internal Partner																		X
Swansea Council Cabinet	Meeting	SRO, PL, Internal Partner																		Х
Arch Board	Meeting	SRO, PL, Internal Partner																		Х
Swansea University - SLT	Meeting	SRO, PL, Internal Partner																		Х
Swansea University - SOP Board	Meeting	SRO, PL, Internal Partner																		X
Swansea University - Finance and Strategy	Meeting	SRO, PL, Internal Partner																		x
Swansea University Council	Meeting	SRO, PL, Internal Partner																П	\Box	
Joint Committee	Meeting	SRO, JC, PoMO			х	х		х		х	х	х	х	х	х	х	х	х	\neg	х
Programme Board	Meeting	SRO, PB, PoMO		х	x	х		х		х	х	х	х	х	x	X	х	х	х	x
Economic Strategy Board	Meeting	SRO, ESB, PoMO			Х	х	х	х	х	х	х	х	х	х	х	х	х	Х	х	Х
Joint Scrutiny Committee	Meeting	SRO, JSC, PoMO				х			х		х		х				х			Х
PoMO/Project Leads	Meeting	PoMO, Project Leads			х	х	х	х	х	х	х	х	х	х	х	х	х	Х	х	Х
Lessons learned workshop	Meeting	Partners																ΙП	\Box	

	Meeting	Partners	x			х		2	x		X				ı l	
Strategies, Policies, Processes and Pl	ans															
Business Case	Strategy	SRO, PB, PoMO, JC, WCGIB	х	х		х	х					х	х	х		
Implementation Plan	Plan	SRO, PoMO, PB, JC, JSC	х	х												
Reporting																
Highlight Report	Monthly Report	SRO, PoMO, PB, JC, JSC, ESB					X	x Z	х	Х	Х		Х	Х		Х
Risk Register	Quarterly Report	SRO, PoMO, PB		х			х		х			Х			х	
Issues Log	Quarterly Report	SRO, PoMO, PB		х			х		х			X			Х	
Quarterly Monitoring Report	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB							х			X			Х	
Intregrated Assurance & Approval Plan	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB	х						х			Х			х	
Benefits Register / tracker	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB														
Community Benefits Register	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB													\Box	
Financial Monitoring	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB							х			Х			Х	
Procurement Pipeline	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB														
Construction Impact Assessment	Quarterly Report	SRO, PoMO, PB, JC, JSC, ESB														
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Level 1 - Functional Assurance (Intern	al) Internal procedures	PLA, Project Leads	T				x		Τ	T						
Level 1 - Functional Assurance (Intern Technical, due diligence, data security and financial		PLA, Project Leads	I	I			x	I	Ι	Ι						
Level 1 - Functional Assurance (Intern Technical, due diligence, data security and financial Level 2 - Independent		PLA, Project Leads SRO, PB, PoMO	T x				x		T							
Level 1 - Functional Assurance (Internocular Cechnical, due diligence, data security and financial Level 2 - Independent DGC Gateway Process	Internal procedures		x				×		x							x
Level 1 - Functional Assurance (Internocular Communication of the Commun	Risk Potential Assessment Project Assessment Review	SRO, PB, PoMO	x	T x		x	x	T	x							x
Level 1 - Functional Assurance (Internormal Cechnical, due diligence, data security and financial Level 2 - Independent DGC Gateway Process DGC Gateway Process DGC Gateway Process	Risk Potential Assessment Project Assessment Review (PAR) Gate 0 Programme Strategic	SRO, PB, PoMO SRO, PB, PoMO	x		X		x		×	\(\frac{1}{2}\)						x
Level 1 - Functional Assurance (Intern Fechnical, due diligence, data security and financial Level 2 - Independent DGC Gateway Process DGC Gateway Process DGC Gateway Process DGC Gateway Process	Risk Potential Assessment Project Assessment Review (PAR) Gate 0 Programme Strategic Assessment	SRO, PB, PoMO SRO, PB, PoMO SRO, PB, PoMO, JC	x				x		x							x
Level 1 - Functional Assurance (Intern Technical, due diligence, data security and financial Level 2 - Independent OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process	Risk Potential Assessment Project Assessment Review (PAR) Gate 0 Programme Strategic Assessment Gate 1 Business Justification	SRO, PB, PoMO SRO, PB, PoMO SRO, PB, PoMO, JC SRO, PB, PoMO, JC	x				x		X	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \						x
Level 1 - Functional Assurance (Interno Technical, due diligence, data security and financial Level 2 - Independent DGC Gateway Process	Risk Potential Assessment Project Assessment Review (PAR) Gate 0 Programme Strategic Assessment Gate 1 Business Justification Gate 2 Delivery Strategy	SRO, PB, PoMO SRO, PB, PoMO SRO, PB, PoMO, JC SRO, PB, PoMO, JC SRO, PB, PoMO, JC	x				x		x							x
Level 1 - Functional Assurance (Intern Technical, due diligence, data security and financial Level 2 - Independent OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process OGC Gateway Process	Risk Potential Assessment Project Assessment Review (PAR) Gate 0 Programme Strategic Assessment Gate 1 Business Justification Gate 2 Delivery Strategy Gate 3 Investment Decision	SRO, PB, PoMO SRO, PB, PoMO SRO, PB, PoMO, JC SRO, PB, PoMO, JC SRO, PB, PoMO, JC SRO, PB, PoMO, JC SRO, PB, PoMO, JC SRO, PB, PoMO, JC	x				x		x							x

Level 3 - Audit				
Audit	Audit	SRO, PB, PoMO, JC	WAO/NAO WAO/NAO	MAO/NAO WAO/NAO WAO/NAO WAO/NAO

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Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
X	X	X	Х	X	X	X	X	Х	х	Х	х	х	х	X	Х	X	X	X	X	Х	X	Х	Х	х	х	Х	Х	X	X	X	X	X	X	X	X	X	X	X	х	х	х
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Comments weekely meetings Monthly meeting Quarterly meeting Quarterly meeting Monthly meeting Monthly meeting. August recess. Bi monthly from June 2022 Monthly meeting. Two meetings in June 2020. August 2020 meeting cancelled Bi-Monthly meeting Meetings every two months Monthly meeting Quarterly retrospective

Quarterly into delivery phase Aproval from Welsh and U.K. Government received Dec 21, Now quarterly review and updatee at a stage gate / stage boundary Revised plan to be approved by PB Feb 2022 Monthly, aprt from when Q Monitoring Report Quarterly Quarterly Quarterly June 2020 approval at JC. IAAP review every quarter Quarterly Quarterly Quarterly Quarterly Quarterly Annual review to ensure fit for purpose SRO appointment in June 2020. RPA submitted Jan-21 DCA Green/Amber - Aug-21. Completed Gate 0 will include key milestones for both sites (Singleton and Morriston) and both phases Part of Gate 0 review for Singleton site. Due to delay in funding agreement. Gateway review to be postponed 6 months Part of Gate 0 review for Singleton site completion of build How frequently does thins need to be done? Health check on entire project? Internal by City deal.

Wales Annual Audit