

|   | Integrated Assurance &                 | Approval Plan                              |  |
|---|--|--|--|
| Name of Portfolio / Programme   | A Healthi                              | ier Mid and West Wales : Our future Genera | tions Living Well                                  |
| Version Number  | DRAFT - 1.0                            | Last Updated                               | 07/12/2021   |
| 520 M   |  |  |  |
| SRO Name  | Steve Moore                            |  |  |
| Programme/Project Manager   | Paul Williams                          | Portfolio/Programme<br>Director/Manager    | Lee Davies   |
| RPA - date submitted to IAH   | 19/02/2021                             | RPA - Outcome                              | Amber  |
| WG Major Portfolio/Programme/Project  | Yes                                    | IAH Ref                                    | AH/21/26   |
| Guidance<br>The Integrated Assurance and Approvals Plan (IAAP) sets out the as  | surance activities that will be undert | taken at portfolio, programme and projec   | t level.   |
| As part of the IAAP, assurance activities will take place across all lev<br>Products (PAR, PVR, Critical Friend) as appropriate and proportiona |  | and project. The Programme will utilise t  | the pre-defined Gateway 0-5 and flexible Assurance |

The IAAP has been developed using a risk-based approach to ensure that the assurance provision is both proportionate and meets the needs of all those parties requiring assurance. It takes into account Portfolio/Programme/Project milestones and planned assurance activities. The Programme IAAP takes into account the assurance coverage of its constituent Projects.

1st Line Defence/Assurance will be provided by the Portfolio/Programme/Project itself through its Governance. 2nd Line Defence/Assurance refers to independent assurance such as Gateway Assurance. 3rd Line Defence/Assurance refers to scrutiny provided by 'external' organisations such as Audit.

This IAAP has been developed in line with the WG Integrated Assurance Strategy and is a live document. It will be periodically reviewed and updated and if appropriate, after each assurance review, change in scope, or risk potential of the Programme/Project. The IAAP will be maintained until the Programme/Project is closed and delivery responsibility passes to the operational business.

The milestones for governence, assurance and audit activity are based upon timescales included within the Current Portfolio and Programme Implementation Plans and will be updated should timetables change.

The Welsh Government Integrated Assurance Hub (IAH) have provided support in the completion of the IAAP and tailoring it to suit the specific needs of the Programme.

Glossary

AB - Accountable Body IA - Internal Audit IAH - Integrated Assurance Hub JSC - Joint Committee JSC - Joint Scrutiny Committee LAs - Local Authorities NAO - National Audit Office OGC - Gateway (0 to 5) PAC - Public Accounts Committee PAR - Programme/Project Assessment Review PB - Programme Management Office PVR - Programme Management Office PVR - Programme/Project Validation Review RPA - Risk Potential Assessment SRO - Senior Responsible Owner WAO - Wales Audit Office

| Hywel Dda University Health Board - A Healthier Mid and<br>West Wales Programme Business Case    |   |  |                            |            |           |                |            | Integra               | ated Assurance  | & App         | roval Pl   | an                |   |               |                |            |            |             |           |                |           |            |            |          |
|--|---|--|----------------------------|------------|-----------|----------------|------------|-----------------------|---|---------------|------------|-------------------|---|---------------|----------------|------------|------------|-------------|-----------|----------------|-----------|------------|------------|----------|
| Assurance / Approval / Reporting   | Activity/Product  | Primary client   | Last review<br>date        | Apr<br>May | Inc       | 2021/22        | Nov<br>Dec | Feb<br>Mar            | Apr<br>May<br>Jun<br>Jun  | 022223        | Dec<br>Asn | Feb<br>Mar<br>Apr | Vesy<br>Jun   | 202-<br>Cry   | 4/25<br>20 2   | Jan<br>Feb | Mar<br>Apr | Vely<br>Jun | 2 Crit    | 025/26<br>S 10 | Nov       | lab<br>Feb | Mar        | Comments |
| Governance   |   |  |                            |            |           |                |            |                       |   |               |            |                   |   |               |                |            |            |             |           |                |           |            |            |          |
| Programme Level  | SBAR & Meetings   | SRO,PM   | C. annable                 |            |           |                | -          |                       |   |               |            |                   | <b>_</b>  |               | <b>—</b>       |            |            |             | _         | <b>—</b>       |           |            | —          |          |
| UHB Board<br>Executive Team  | SBAR & Meetings<br>SBAR & Meetings                      | SRO,PM<br>SRO,PM   | Bi-monthly<br>Weekly       |            | ++        | x<br>x         | ×××        | *                     |   |               |            | +++               | ++  | +++           | d+             |            |            |             | ++        | ++             | ++        | ++         | H          |          |
| Strategic Development and Operational Delivery Committee   | SBAR & Meetings<br>SBAR & Meetings                      | SRO, PM<br>Director of Finance                                   | Bi-monthly<br>Bi-monthly   | ГЦ         | 11        | x x            | H×         | ×                     | x x x   | ПÌ            | $\square$  | ŦĦ                | TT,   | Ŧ₽            | H+             | 11-        | H          |             | #         | $\mp$          | 11        | 11         | Ŧ          |          |
| Sustainable Resources Committee<br>Canital Estates and IM&T Sub-Committee                        | SBAR & Meetings<br>SBAR & Presentations                 | SRO. PM  | Bi-monthly<br>Bi-monthly   |            | x         | x              | x :        | x x                   |   |               |            | +++               | ++  | +++           | d+             |            |            |             | ++        | ++             | ++        | ++         | H          |          |
| Programme Group  | Meetings  | SRO, PM  | Monthly                    |            | x         | x x            | x x y      | x x x                 | x x x x x x x x x x x x x x x x x x x   |               |            |                   |   |               | <u> </u>       |            |            |             |           |                |           |            | 4          |          |
| Programme Team<br>Finance and Workforce Workstream   | Meetings<br>Meetings                                    | SRO, PM<br>Workstream Lead                                       | Fortnightly<br>Fortnightly |            | x         | x x x<br>x x x | X X X      | <u>x x x</u><br>x x x |   |               |            | +++               | ++  | +++           | d+             |            |            |             | ++        | ++             | ++        | ++         | H          |          |
| Activity Modelling Workstream  | Meetings  | Workstream Lead<br>Workstream Lead                               | Fortrightly                |            | x         | x x x          | x x y      | x x x                 | x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x       x     x     x |               |            |                   |   | T             | <u> </u>       |            |            |             |           |                |           |            | 4          |          |
| Transport Workstream<br>Land Workstream  | Meetings<br>Meetings                                    | Workstream Lead  | Monthly<br>Monthly         |            | x         | x x x<br>x x x | X X X      | <u>x x x</u><br>x x x |   |               |            | +++               | ++  | +++           | d+             |            |            |             | ++        | ++             | ++        | ++         | H          |          |
| Communication and Engagement Workstream  | Meetings  | Workstream Lead<br>Workstream Lead                               | Fortrightly                |            | x         | ххх            | x x x      | x x x                 | x x x x   |               |            |                   |   | T             |                |            |            |             |           | _              |           |            | <u> </u>   |          |
| Digital Workstream Project Level   | Meetings  | Workstream Lead  | Morthly                    |            | ×         | x x x          | XXX        | x x x                 | x x x x   |               | 111        |                   |   | ┷┷┷┙          | ┷┷┷            |            | ш          |             |           | لمسلسه         |           |            | ┶┷┷        |          |
| New Urgent & Planned Care Centre   | To be established                                       | SRO, PM  |                            |            |           |                | CIII.      | TP                    |   |               |            |                   | <u> </u>  | Ŧ₽            | ΠT.            |            |            |             |           | -              |           |            |            |          |
| Repurposing GGH<br>Repurposing WGH   | To be established<br>To be established                  | SRO, PM<br>SRO, PM   |                            | +++        |           |                | H+         | +++                   | <u></u>   | +++           |            |                   | ++  | +++           | <u>++</u>      |            |            |             | -++       | ++             |           |            | H-         | -        |
|  | To be established                                       | SRO, PM  |                            |            |           |                |            |                       |   |               |            |                   |   |               |                |            |            |             |           | _              |           |            |            |          |
| Redevelopment BGH<br>Absrystevth Health and Wellbeing Centre                                     | To be established<br>Project Group Established          | SRO, PM<br>Project SRO & Director                                |                            | +++        | ++        |                | H+         | ++                    | <u>_++++</u>  |               | +++        | -++++             | ++  | +++           | ++             |            |            |             | ++        | ++             | ++        | ++         | ⊢          |          |
| Cylch Caron  | Project Group Established                               | Project SRO & Director   | 1                          |            |           |                | μt         |                       |   |               |            |                   | ##  | ΞÞ            | TT.            |            |            |             |           | #              |           |            | E          |          |
| Carmarthen Hob<br>Cross Hands Integrated Care Centre   | Project Group Established<br>Project Group Established  | Project SRO & Director<br>Project SRO & Director                 |                            | +++        | ++        |                | ⊢┼┼        | ++                    |   |               | +++        | +++               | ++  | +++           | r++            | + + -      |            |             | ++        | -+-+           | ++        | ++         | ⊢          |          |
| Fishguard Health and Wellbeing Centre  | Project Group Established                               | Project SRO & Director   |                            | Цİ         |           |                | dt.        |                       |   |               |            |                   | #   |               | <del>ط</del> ل |            |            |             |           | #              |           |            | с <b>ь</b> |          |
| Neyland Integrated Primary & Community Development<br>Remaining Community Estates Schemes        | Project Group Established<br>Meetings to be established | Project SRO & Director<br>SRO, PM                                | -                          | HT         | + T       | ++7            | ΗF         | ++7                   |   | ΗF            | ++T        | ++7               | ΗF  | 447           | нF             | ΗĒ         | HÐ         | +1          | 47        | +F             | +         | +          | ΗŦ         |          |
| Assurance  |   |  |                            | • • •      |           |                |            |                       |   |               |            |                   | the second se |               | ÷              |            |            |             |           | للسلس          |           |            | -          |          |
| Programme Level  |   |  |                            |            |           |                | _          | _                     | _   |               |            | _                 | _   | _             | _              |            |            |             |           | _              | _         | _          | _          |          |
| Programme Level<br>University Health Board Approval:   |   | 1  | 1                          | 111        |           | TT             | ET T       | TT                    |   | TTT.          | 111        |                   | <u> </u>  | <b>TP</b>     | <u> </u>       | -          |            |             | -         | -              | 11        | 11         | Ē          |          |
| Activity Modelling Sign off  | SBAR/Meeting  | Executive Team   |                            |            |           | x              |            |                       |   |               |            |                   |   |               |                |            |            |             |           |                |           |            |            |          |
| Functional Content Sign off<br>Site Assumptions  | SBAR / Meeting<br>Meeting Site leads                    | Executive Team & Board Seminal<br>County Directors and site GM's | 4                          | +++        | ++        | ×              | x<br>x x   | ++                    |   | +++           | +++        | +++               | ++  | ++            | ++             | ++         | H          |             | ++        | ++             | ++        | ++         | H          |          |
| Financial Modelling Sign off   | SBAR / Meeting  | Sustainable Resources  | 1                          |            |           |                | x          |                       |   |               |            |                   | ##  |               | TT.            |            |            |             |           |                |           |            | E          |          |
| Equality and Health Impact Assessment<br>Integrated Impact Assessment                            | Live document   | Programme Group  |                            | +++        |           |                | + ×        | ++-                   |   |               | +++        | +++               | ++  | +++           | r++            | + + -      |            |             | ++        | -+-+           | ++        | ++         | ⊢          |          |
| Communication and Engagement Plan  | Live document   | Programme Group  |                            |            |           |                | x          |                       |   |               |            |                   | 11  |               | đt             |            |            |             |           | 11             |           |            | rt.        |          |
| Programme Business Case<br>Programme Benefits Realisation Plan                                   | Document<br>Live document                               | Hywel Dda Board<br>SRO, PMO                                      | -                          | HT         | + T       | ++7            |            | 4                     | $+++\mp$  | ΗF            | ++T        | ++7               | ΗF  | 447           | нF             | ΗĒ         | HÐ         | +1          | 47        | +F             | +         | +          | ΗŦ         |          |
| Benefits Workshop  | TBC   |  | 1                          |            |           |                | μt         |                       |   |               |            |                   |   | ΞÞ            | TT.            |            |            |             |           | #              |           |            | E          |          |
| Strategic Outline Programme<br>Strategic Outline Case  | TBC<br>TBC  |  | H                          | +++        | ++        | ++             | H÷         | ++                    | ++++  | +++           | +++        | ++                | ++  | ++            | ++             | ++         | H          | +           | ++        | ++             | ++        | ++         | ++         |          |
| Outine Business Case   | TBC   | Investment Decision Maker  |                            |            |           |                | dt         | 11                    |   |               |            |                   | 11  |               | đt             |            |            |             |           | 11             |           |            | rt.        |          |
| Full Business Case<br>Business Justification Case  | TBC   | Investment Decision Maker  | +                          | НŦ         | +T        | ++7            | ΗF         | ++7                   | $+++\mp$  | ΗF            | ++7        | 447               | НF  | 447           | нF             | ++-        | HЛ         | ЧT          | 47        | +F             | +T        | +T         | ΗĒ         |          |
| Welsh Government Approval:   |   |  |                            | Ш          |           |                | dт         |                       |   |               |            |                   |   | 11            | dt             |            |            |             |           | $\pm$          |           |            | L.         |          |
| Project Scoping Document<br>Programme Business Case  | Pre Programme Business Case<br>Live document            | Welsh Government<br>Welsh Government                             | +                          | НŦ         | +T        | ++7            | ΗF         | ++7                   | +++T  | ΗF            | ++7        | 447               | НF  | 447           | нF             | ++-        | HЛ         | ЧT          | 47        | +F             | +T        | +T         | ΗĒ         |          |
| Strategic Outline Programme  | TBC   | Welsh Government   | 1                          |            |           |                |            | + +                   | âtt   |               |            |                   | $\pm$   |               | d t            |            |            |             |           | <u>+</u>       |           |            | ц.         |          |
| Strategic Outline Case<br>OBC Funding Application  | TBC   | Welsh Government<br>Welsh Government                             | +                          | НŦ         | +T        | ++7            | ΗF         | ++7                   | $+++\mp$  | ΗF            | ++7        | 447               | НF  | 447           | нF             | ΗĒ         | HЛ         | ЧT          | 47        | +F             | +T        | +T         | ΗĒ         |          |
| Outline Business Case  | TBC   | Welsh Government   | 1                          |            |           |                |            | $\pm$                 |   |               |            |                   | $\pm$   |               | d t            |            |            |             |           | <u>+</u>       |           |            | ц.         |          |
| Full Business Case<br>Business Justification Case  | TBC   | Welsh Government<br>Welsh Government                             | 1                          | H          | $\square$ | HT             | нŦ         | $+ \square$           | HTT   | HTT.          | 11         | $\Pi$             | -П  | 477           | нĦ             | <b>H</b>   | H          | П           | -П        | -              | $\square$ | $\square$  | ΗĒ         |          |
| Business Justification Case<br>Independent Assurance   | 100   | Weish Government   | t                          | ++         | ++        | +++            | гH         | ++                    | -+++  | ++            | +++        | +++               | ++  | ++            | ++             | ++-        | H          |             | ++        | ++             | ++        | ++         | H          |          |
| Risk Potential Assessment (RPA1) and (RPA2)<br>Benefits Identification Workshop                  | RPA complete and submitted<br>Workshop                  | Assurance Hub within WG<br>Board/Weish Government                |                            | H          | ×         | ++             | Η÷         | $\mp$                 |   | ПÌ            | $\square$  | ŦĦ                | H   | ΨÞ            | H+             | 11-        | H          |             | #         | $\mp$          | +         | +          | Ŧ          |          |
| Gateman Reviews  | workanop  |  |                            |            |           |                |            | $\pm \pm 1$           |   |               |            |                   | $\pm$   | $\pm \pm \pm$ | d t            |            |            |             |           | $\pm$          |           |            | ш-         |          |
| 0 Strategic Assessment   | l   | SRO/Welsh Government   | 1                          | H          | $\square$ | HT             | нŦ         | $+ \square$           | HTT   | HTT.          | 11         | - III             | -П  | 477           | нĦ             | <b>H</b>   | H          | П           | -П        | -              | $\square$ | $\square$  | ΗĒ         |          |
| 1 Business Justification<br>2 Delivery Strategy  | 1   | SRO/Welsh Government<br>SRO/Welsh Government                     | t                          | ++         | ++        | +++            | гH         | ++                    | -+++  | ++            | +++        | ×                 | ++  | ++            | ++             | ++-        | H          |             | ++        | ++             | ++        | ++         | H          |          |
| 3 Investment Decision  | 1   | SRO/Welsh Government   |                            | $\square$  | 11        |                | TT.        | ΤÞ                    |   |               |            | T                 | #   | T             | H+             |            |            |             | $\square$ | #              |           |            | F          |          |
| 4 Readiness for Service<br>5 Operational Review and Benefits Realisation                         | 1   | SRO/Welsh Government<br>SRO/Welsh Government                     | 1                          | +++        | ++        | ++             | HŦ         | ++                    | _++++   | +++           | +++        | +++               | ++  | ++            | ++             | ++         | H          |             | ++        | ++             | ++        | ++         | H          |          |
| PAR  | 1   | SRO/Welsh Government   | Sep-21                     |            | +         | x              | TT.        | T                     |   | Пİ            | +++        | T                 | ##  | Ħ             | HT.            | 11         |            |             | $\pm$     | #              |           |            | фт.        |          |
| Project Design and Construction Peer Review<br>Achieving Excellence in Design Evaluation Toolkit | +   | SRO/Welsh Government<br>SRO/Welsh Government                     |                            | ++         | ++        | ++             | ++         | ++                    |   | +++           | +++        | +++               | ++  | ++            | ++             | ++         | H          | +           | ++        | ++             | +         | +          | +          |          |
| Post Project Design and Construction Evaluation  |   | SRO/Weish Government   | 1                          |            |           |                | μt         |                       |   |               |            |                   | ##  | ΞÞ            | TT.            |            |            |             |           | #              |           |            | E          |          |
| Benefits Realisation Workshop<br>Functional Assurance  | +   | SRO/Welsh Government   | H                          | +++        | ++        | ++             | H÷         | ++                    | ++++  | +++           | +++        | ++                | ++  | ++            | ++             | ++         | H          | +           | ++        | ++             | ++        | ++         | ++         |          |
| Punctional Assurance<br>Service  |   | SRO  |                            |            |           |                | dt         | 11                    |   |               |            |                   | 11  |               | đt             |            |            |             |           | $\pm$          |           |            | rt.        |          |
| Financial - Revenue and Capital  |   | Sustainable Resource Committee                                   | 'I –                       | IIT        | -   T     | TH             | ιIΓ        | 117                   | 111T  | $     \Gamma$ |            | TT                | .   [   | TII           | ıТГ            | 11         | 117        | T           | ΤI        | ΙT             | T         | T          | 11         |          |
| Operational - Clinical   | Conductor OLD descention                                | Strategic Advisory Group   |                            | ГЦ         | 11        | + +            | H+         | ΤĽ                    |   | ПÌ            | $\square$  | ŦĦ                | TT,   | Ŧ₽            | H+             | 11-        | H          |             | $\mp$     | $\mp$          | 11        | 11         | Ŧ          |          |
| Operational - non clinical functional content  | Feedback on SHP documentation                           | Director of Estates & Deputy<br>Director of Ops                  | Aug-21                     |            |           | ×              | LL         |                       |   |               |            |                   |   | ШТ            |                |            | Ш          |             |           |                |           |            |            |          |
| Technical  | 1   | SRO<br>Exec Team   |                            | ГЦ         | 11        | +              | H+         | ΤĽ                    |   | ПÌ            | $\square$  | ŦĦ                | TT,   | Ŧ₽            | H+             | 11-        | H          |             | $\mp$     | $\mp$          | 11        | 11         | Ŧ          |          |
| Technical - Land<br>Quality  | 1   | SRO  | t                          | ++         | ++        |                | гH         | ++                    | -+++  | ++            | +++        | +++               | ++  | ++            | ++             | ++-        | H          |             | ++        | ++             | ++        | ++         | H          |          |
| Information  | 1   | SRO  | 1                          |            | +         |                | TT.        | T                     |   | Пİ            | +++        | T                 | ##  | Ħ             | HT.            | 11         |            |             | $\pm$     | #              |           |            | фт.        |          |
| Security Project Level   | J   | 840  |                            |            |           |                |            |                       |   |               |            |                   |   |               |                |            |            |             |           |                |           |            |            |          |
| OGC Gateway Process - Programme  | Programme Assessment Review (PAR)                       | SRO, PM  | Sep-21                     |            |           | x              | <b>F</b>   | T                     |   |               | TT.        | T                 | T   | T             | TT.            |            |            |             |           | T              |           |            | F          |          |
| OGC Gateway Process Project 1<br>OGC Gateway Process Project 2                                   | G0<br>G0  | SRO, PM<br>SRO, PM   | H                          | +++        | ++        | ++             | H÷         | ++                    | ++++  | +++           | +++        | ++                | ++  | ++            | ++             | ++         | H          | +           | ++        | ++             | ++        | ++         | ++         |          |
| OGC Gateway Project 3  | 60  | SRO, PM  |                            | Цİ         |           |                | dt.        |                       |   |               |            |                   | #   |               | <del>ط</del> ل |            |            |             |           | #              |           |            | с <b>ь</b> |          |
| Programme Implementation Plans (all Programmes)<br>Programme issues loss (all Programmes)        | Live document<br>Live document                          | SRO, PM, Programme Group<br>SRO, PM, Programme Group             | +                          | НŦ         | +T        | ++7            | ΗF         | ++7                   |   | ΗF            | ++7        | 447               | НF  | 447           | нF             | ++-        | HЛ         | ЧT          | 47        | +F             | +T        | +T         | ΗĒ         |          |
| Programme risk registers (all Programmes)  | Live document   | SRO, PM, Programme Group   | 1                          |            |           |                | μt         |                       |   |               |            |                   | ##  | ΞÞ            | TT.            |            |            |             |           | #              |           |            | E          |          |
| Benefits Realisation Plans (all Programmes)<br>Monitoring & Evaluation plans (all Programmes)    | Live document<br>Live document                          | SRO, PM, Programme Group<br>SRO, PM, Programme Group             | -                          | HT         | + T       | ++7            | ΗF         | ++7                   | $+++\mp$  | ΗF            | ++T        | ++7               | ΗF  | 447           | нF             | ΗĒ         | HÐ         | +1          | 47        | +F             | +         | +          | ΗŦ         |          |
| Montoring & Evaluation plans (at Programmes)<br>Audit  | The operation   | uno, PM, Programma Group   |                            | •••        |           |                |            | لينته                 |   |               |            | لينت              | ÷   | لينب          |                |            |            |             | ÷         |                |           |            | -          |          |
|  |   |  |                            |            |           |                | _          | _                     |   |               |            | _                 | _   | _             | _              |            |            |             | _         | _              |           |            | _          |          |
| Programme Level  | Aude  | Audit Committee - see audit plan                                 | 1                          | TTT        | - 1-1     | TT             | ΠT         | <b>TT</b>             |   | ΠT            | TTT        | TT                | TT  | <b>TT</b>     | ΠT             | 11         | m          | 11          |           | TT             | 11        | 11         | T          |          |
| Imernal - Project Audit (s)  |   |  | I                          |            |           | + + +          | цЦ         | + +                   |   |               | +++        |                   | $\square$   | + +           | ++             |            |            |             |           | $\square$      |           |            | цĻ         |          |
| External Wales Audit Office  | WAO   | Welsh Government<br>Welsh Government                             | H                          | +++        | ++        | ++             | H÷         | ++                    |   | +++           | +++        | ++                | ++  | ++            | ++             | ++         | H          | +           | ++        | ++             | ++        | ++         | ++         |          |
|  |   |  |                            |            |           |                |            |                       |   |               |            |                   |   |               |                |            |            |             |           |                |           | -          | +          |          |
| External - Designed for Life - Building for Wates<br>Solution                                    | LA Partners   | SRO. PM  |                            |            |           |                |            | فسلسله                |   |               |            |                   |   |               |                |            |            |             |           |                |           |            |            |          |
| Sorutiny<br>Project Level  |   | SRO. PM  | 1                          |            |           |                |            |                       |   |               |            |                   |   |               |                |            |            |             |           |                |           |            |            |          |
| Scrutiny   | Aude<br>WAO   |  |                            |            |           |                |            |                       |   |               |            |                   |   |               |                |            |            |             |           |                |           |            |            |          |

| Hywel Dda University Health Board - A Healthier Mid an<br>West Wales Programme Business Case - New Urgent an<br>Planned Care Hospital |   |  |                          |                   |            |            | Integ   | rated Ass      | urance      | & Approv | al Plan    |                   |                   |         |             |                   |             |          |     |            |                |          |
|---|---|--|--------------------------|-------------------|------------|------------|---|----------------|-------------|----------|------------|-------------------|-------------------|---------|-------------|-------------------|-------------|----------|-----|------------|----------------|----------|
| Assurance / Approval / Reporting  | Activity/Product  | Primary client   | Last review date         | Apr<br>May<br>Lun | 2021       |            | Dec<br>Jan<br>Mar   | May<br>Jun     | 2022        |          | Feb<br>Mar | Apr<br>May<br>Jun | 202<br>177<br>080 |         | -tan<br>Feb | Mar<br>Apr<br>Mau | Jun         | 2025/    |     | Jan<br>Fob | Mar 1          | Comments |
| Governance  |   |  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Programme Level   |   | -  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| UHB Board<br>Executive Team   | SBAR & Meetings<br>SBAR & Meetings                      | SRO,PM<br>SRO,PM                                       | Bi-monthly<br>Weekly     | +++               | ×          | x          | x x x x x x x x x x x x x x x x x x x   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | + +            |          |
| Strategic Development and Operational Dalivery Committee  | SBAR & Meetings   | SRO,PM   | Bi-monthly               |                   | x          | x          | x x   | x x            |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Sustainable Resources Committee<br>Capital, Estates and IM&T Sub-Committee  | SBAR & Meetings<br>SBAR & Presentations                 | Director of Finance<br>SRO, PM                         | Bi-monthly<br>Bi-monthly |                   | x          | x          | x x   | x              | x           |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
| Programme Geoup<br>Programme Team   | Meetings<br>Meetings                                    | SRO, PM<br>SRO, PM                                     | Monthly<br>Fortrightly   | 3                 | x          | xx         | x x x x   | x x x          | ×           |          |            |                   |                   | _       |             | _                 |             |          |     | _          |                |          |
| Finance and Workforce Workstream  | Meetings  | Workstream Lead  | Fortnichtly              |                   | xx         | 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         x           x         x         x         x           x         x         x         x           x         x         x         x           x         x         x         x           x         x         x         x           x         x         x         x           x         x         x         x           x         x         x         x | xxx            | x           |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Activity Modelling Workstream<br>Transport Workstream   | Meetings<br>Meetings                                    | Workstream Lead<br>Workstream Lead                     | Fortnightly<br>Monthly   |                   | xx         | XX         | XXXX  | x x x          | x           |          |            |                   |                   |         |             |                   |             |          |     |            | + +            |          |
| Land Workstream   | Meetings  | Workstream Lead<br>Workstream Lead                     | Monthly                  |                   | xx         | xx         | xxxx  | x x x          | x           |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Communication and Engagement Workstream<br>Digital Workstream   | Meetings  | Workstream Lead  | Fortnichtly<br>Monthly   | 1                 | x x<br>x x | x x<br>x x | x x x x<br>x x x x  | x x x<br>x x x | x           |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
| Project Level<br>New Urgent & Planned Care Centre   | To be established                                       | SRO, PM  | -                        |                   |            |            |   |                | -1-1-       |          | 111        | -1-1-             |                   |         |             |                   |             |          | 11  |            |                |          |
| New organi & Planted Care Cartine   | To be established                                       | SRO, PM  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
|   | To be established<br>To be established                  | SRO, PM<br>SRO, PM                                     | -                        | ++++              |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
|   | To be established                                       | SRO, PM  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
|   | Project Group Established<br>Project Group Established  | Project SRO & Director<br>Project SRO & Director       | -                        |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
|   | Project Group Established<br>Project Group Established  | Project SRO & Director<br>Project SRO & Director       |                          | $\square$         | +          |            |   |                |             | ++       |            |                   |                   |         | H           |                   |             | H        | H   |            | +              |          |
|   | Project Group Established                               | Project SRO & Director                                 |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
|   | Project Group Established<br>Meatings to be established | Project SRO & Director<br>SRO. PM                      | +                        | HTT               | $+\square$ | -F         | $++ \square$  | $+ \Box$       | $+ \square$ | $+\Pi$   | $+\Pi$     | $+ \square$       | + T               | $+\top$ | +++         | $+\top$           | $+\square$  | $+\mp$   | + T | H          | + 1            |          |
| Assurance   | mercia to be established                                | uno, rm  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             | _                 |             |          |     | <u> </u>   |                |          |
| Programme Level   |   |  | _                        |                   | -          | -          |   | -              |             | -        |            |                   | -                 |         | -           | -                 | -           | -        | -   |            | -              |          |
| University Health Board Approval:   |   | 1  | 1                        | 1111              |            |            |   |                |             |          | 111        |                   |                   | Ш       |             |                   |             | П        | 11  |            |                |          |
| Activity Modelling Sign off<br>Functional Content Sign off  | SBAR/Meeting<br>SBAR / Meeting                          | Executive Team<br>Executive Team                       |                          | +++               | ++7        | +          | +++   |                | ++1         | +++      | ΗT         | ++1               | $+\square$        | + -     | HŦ          | + -               | ΗT          | + F      | ΗĒ  | +          | $+ \mathbf{I}$ |          |
| Financial Modelling Sign off  | SBAR / Meeting  | Executive Team   |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Equality and Health Impact Assessment<br>Integrated Impact Assessment   | Live document   | Programme Group & CI                                   | -                        | ++++              |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Communication and Engagement Plan   | Live document   | Programme Group<br>Hywel Dda Board                     |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Programme Business Case<br>Programme Benefits Realisation Plan  | Document<br>Live document                               | SRO. PMO   | -                        |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
| Benefits Workshop<br>Stratenin Outline Programme  | TBC   |  |                          |                   |            |            |   |                |             |          |            |                   |                   | _       |             | _                 |             |          |     | _          |                |          |
| Strategic Outline Case  | TBC   |  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Outline Business Case<br>Full Business Case   | TBC   | Investment Decision Maker<br>Investment Decision Maker |                          | +++               |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | + +            |          |
| Business Justification Case   | TBC   |  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Weish Government Approval:<br>Project Scoping Document  | Pre Programme Business Case                             | Welsh Government                                       |                          | 1                 |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Programme Business Case<br>Strategic Outline Programme  | Live document<br>TBC                                    | Weish Government<br>Weish Government                   |                          |                   |            |            |   |                |             |          |            |                   |                   | _       |             | _                 |             |          |     | _          |                |          |
| Strategic Outline Case  | TBC   | Welsh Government                                       |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| OBC Funding Application Outline Business Case   | TBC<br>TBC  | Welsh Government<br>Welsh Government                   | -                        | ++++              |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
| Full Business Case  | TBC   | Weish Government                                       |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Business Justification Case<br>Independent Assurance  | IBC   | Weish Government<br>Weish Government                   | -                        |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
| Rick Potential Assessment (RPA1) and (RPA2)<br>Benefits Identification Workshop   | RPA complete and submitted<br>Workshop                  | Assurance Hub within WG<br>Board/Welsh Government      |                          |                   |            |            |   |                |             |          |            |                   |                   | _       |             | _                 |             |          |     | _          |                |          |
| Benefits Identification Workshop<br>Gateway Reviews   | workandp  |  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| 0 Strategic Assessment<br>1 Business Autification   |   | SRO/Welsh Government<br>SRO/Welsh Government           | _                        |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | + +            |          |
| 2 Delivery Strategy   |   | SRO/Welsh Government<br>SRO/Welsh Government           |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| 3 Investment Decision<br>4 Readiness for Service  |   | SRO/Welsh Government<br>SRO/Welsh Government           | -                        | ++++              |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
| 5 Operational Review and Benefits Realisation<br>PAR  |   | SRO/Welsh Government<br>SRO/Welsh Government           | Sep-21                   |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Project Design and Construction Peer Review   |   | SRO/Welsh Government                                   | Sep-21                   |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | + +            |          |
| Achieving Excellence in Dasign Evaluation Toolkit<br>Post Project Design and Construction Evaluation                                  |   | SRO/Welsh Government<br>SRO/Welsh Government           | 1                        | HTT               | H          | Ŧ          |   |                |             | $\Pi$    | H          |                   |                   |         | H           | H                 | $+ \square$ | $\Pi$    |     | H          | П              |          |
| Benefits Realisation Workshop   |   | SRO/Welsh Government                                   |                          |                   |            |            |   |                |             |          |            |                   |                   |         | Ш           |                   |             |          |     |            |                |          |
| Functional Assurance<br>Service   | 1   | SRO  |                          | +++               | ++         | +          |   | ++             | ++          |          | +++        | ++                | ++                | ++      | +++         | ++                | ++          | ++       | ++  | ++         | +              |          |
| service<br>Financial - Revenue and Capital  |   | Sustainable Resource<br>Committee                      |                          |                   |            |            |   |                |             |          |            |                   |                   |         | 111         |                   |             |          | 11  |            |                |          |
| Intancial - Neverse and Capital<br>Operational - Ciricel  |   | Strategic Advisory Group                               | 1                        |                   |            |            |   |                |             |          |            |                   |                   |         | Цİ          |                   |             |          |     |            |                |          |
| Operational - non clinical functional content   | Feedback on SHP documentation                           | Director of Estates & Deput<br>Director of Ops         | Aug-21                   |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Technical<br>Technical - Land   |   | SRO<br>Exec Team                                       |                          | $\square$         | +          |            |   |                |             | ++       |            |                   |                   |         | H           |                   |             | H        | H   |            | +              |          |
| Duality   |   | SRO  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Information<br>Security   |   | SRO<br>SRO   | 1                        | HTT               | H          | Ŧ          |   |                |             | $\Pi$    | H          |                   |                   |         | H           | H                 | $+ \square$ | $\Pi$    |     | H          | П              |          |
| Project Level   | •   |  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| DGC Gateway Process - Programme<br>DGC Gateway Process Project 1  | Programme Assessment Review (PAR)<br>G0                 | SRO, PM<br>SRO, PM                                     | +                        | ++++              | +++        | +          |   |                | ++          | +++      | +++        | ++                |                   | ++      | +++         |                   | ++          | ++       | ++  | ++         | +              |          |
| DBC Gateway Project 3   | 60  | SRO, PM<br>SRO, PM                                     |                          |                   |            |            |   |                |             |          |            |                   |                   |         | T T         |                   |             |          | 11- | Π          | $\square$      |          |
| DGC Gateway Project 3<br>Programme Implementation Plans (all Programmes)  | G0<br>Live document                                     | SRO, PM<br>SRO, PM, Programme                          | -                        |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            | +              |          |
| Programme issues logs (all Programmes)<br>Programme risk registers (all Programmes)   | Live document<br>Live document                          | SRO, PM, Programme<br>SRO, PM, Programme               | 1                        | HTT               | H          | Ŧ          |   |                |             | $\Pi$    | H          |                   |                   |         | H           | H                 | $+ \square$ | $\Pi$    |     | H          | П              |          |
| Programme risk registers (all Programmes)<br>Benefits Realisation Plans (all Programmes)  | Live document   | SRO, PM, Programme                                     |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Monitoring & Evaluation plans (all Programmes)  | Live document   | SRO. PM. Programme                                     |                          | шт                | шТ         |            | шП  |                |             | шT       | ЦТ         |                   |                   | Ц       | LLТ         | 1                 | 113         |          | 11  | ЦТ         | 11             |          |
| Audit   |   |  |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| Programme Level   |   | Audit Committee - see audit                            |                          |                   | 111        | -          |   |                |             |          | 111        |                   |                   |         |             |                   | 117         | <u> </u> |     |            |                |          |
| Internal - Project Audit (s)  | Audit   | Audit Committee - see audit<br>plan                    |                          |                   |            |            |   |                |             |          |            |                   |                   |         |             |                   |             |          |     |            |                |          |
| External Wales Audit Office<br>External - Designed for Life - Building for Wales  | WAD   | Weish Government<br>Weish Government                   |                          | +++               | ++7        | +          |   | ++7            | ++1         | +++      | ΗT         | ++1               | $+\square$        | + -     | HŦ          | + -               | ΗT          | + F      | ΗĒ  | +          | + T            |          |
| Berutiny  | LA Partners   | SRO, PM  | 1                        |                   |            | Ļ          |   |                |             |          | Ш          |                   |                   | 11      | Ш           | 11                | 11          |          | 11  | TT.        |                |          |
| Project Level<br>Internal Audit   | Audit   | SRO, PM  | 1                        | LL.               |            |            |   |                |             | ш        | Ē          |                   |                   |         | ш           |                   |             |          | П   | П          |                |          |
| Enternal Audit<br>Scrutiny  | WAO<br>LA Partners                                      | SRO, PM  | 1                        | HT                | П          | T          |   |                | -TH         | Ηt       | П          | -TH               | TH                | T       | HT.         | T                 | E I         | T        | H   | Ħ          | H              |          |
| stuny   | LPT F BEUBLA  | 1.00   |                          |                   | لىلىد      | _          | للباليا   |                |             |          |            |                   |                   |         |             |                   |             |          |     | <u> </u>   |                |          |

| ywel Dda University Health Board - A Healthier Mid and<br>/est Wales Programme Business Case - Glangwili   | I   |  |                        |                   |                        |                      |          | Integr     | ated A      | lssuran | ce & A  | pprova            | l Plan            |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
|--|---|--|------------------------|-------------------|------------------------|----------------------|----------|------------|-------------|---------|---------|-------------------|-------------------|------------|------|-------------------|-----|-----------|------------|-----------|-----------|-----------------|---------------|------------|----------|---|
| Assurance / Approval / Reporting   | Activity/Product  | Primary client   | Last review date       | Apr<br>May<br>Jun | 5mg                    | 2021/22<br>000 100 2 | Dec      | Feb<br>Mar | May         | IC Brid | 8 22233 | Nov<br>Dec<br>Jan | Feb<br>Mar<br>Agr | May<br>Jun | Bing | 2024/25<br>8 20 : | Dec | Feb       | Apr<br>Apr | /ew       | 2<br>Bing | 025/26<br>හි වි | Nov           | Jan<br>Feb | Comments |   |
| vernance   |   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| ogramme Level  |   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| B Board<br>acutive Team  | SBAR & Meetings<br>SBAR & Meetings  | SRO,PM<br>SRO,PM   | Bi-monthly<br>Weekly   |                   | ×                      | 1                    | x x      |            |             |         |         |                   |                   |            | _    |                   |     |           |            |           |           |                 |               |            |          |   |
| acutive Team<br>ateoic Development and Operational Delivery Committee  | SBAR & Meetings   | SRO,PM   | Bi-monthly             |                   | X                      | x                    | x        | x          | L,          | 41      |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| stainable Resources Committee  | SBAR & Meetings   | Director of Finance<br>SRO. PM   | Bi-monthly             | H                 |                        |                      | x x      |            | ×           |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               | T          | ++       | - |
| pital, Estates and IM&T Sub-Committee  | SBAR & Presentations<br>Meetings  | SRO, PM<br>SRO, PM   | Bi-monthly<br>Monthly  |                   |                        |                      |          | X X X      |             |         |         |                   |                   |            |      |                   |     |           |            |           |           | +               |               |            |          |   |
| xpramme Team   | Meetings  | SRO, PM  | Fortnightly            |                   | x x                    | X X I                | x x x    | x x 3      | x :         | ¢ X     |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| ance and Workforce Workstream<br>tivity Modelling Workstream   | Meetings<br>Meetings  | Workstream Lead<br>Workstream Lead   | Fortrightly            |                   | xx                     | XXX                  | x x x    | x x 1      | X           | ( X     |         |                   |                   |            | -    |                   | ++  | ++        | ++         | ++        | ++        |                 | ++            |            |          |   |
| insport Workstream   | Meetings  | Workstream Lead  | Monthly                |                   | xx                     | XXX                  | x x x    | XXX        | x           | ¢ x     |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| nd Workstream<br>mmunication and Engagement Workstream   | Meetings<br>Meetings  | Workstream Lead<br>Workstream Lead   | Monthly<br>Fortrightly |                   | xx                     | XXX                  | x x x    | XXX        | X 1         | K X     |         |                   |                   |            | _    |                   | ++  |           | ++         |           | ++        | +               | ++            |            |          |   |
| jtal Workstream  | Meetings  | Workstream Lead  | Monthly                |                   | x x                    | XXX                  | x x x    | XXX        | x           | ( x     |         |                   |                   |            | -    |                   |     |           | ++         |           |           |                 |               |            |          |   |
| oject Level  | To be established   | SRO, PM  | 1                      |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               | -          | 1.1      |   |
| purposing GGH  | To be established   | SRO, PM  | -                      |                   |                        |                      |          |            |             |         |         |                   |                   |            | -    |                   | ++  | ++        | ++         | ++        | ++        | +               |               |            |          |   |
|  |   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
|  |   |  |                        |                   |                        |                      |          |            | ++          |         |         |                   | _                 |            | _    | $\rightarrow$     | +   | ++        | ++         | ++        |           |                 |               |            |          |   |
|  |   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            | -    |                   |     |           | ++         |           |           |                 |               |            |          |   |
|  |   |  | 1                      |                   | H                      | LП                   | <b>H</b> |            | H           | - FF    | HT      | - TT              | -11               | IП         | Ŧ    | $\Pi$             | 1   | $\Pi$     | T          | $\Pi$     | $\Pi$     | $\square$       | $\Pi$         |            | 11       |   |
|  | 1   |  | ł –                    | 1    -            | ++                     | +++                  | ++       |            | ++          | ++      | +++     | ++                | ++                | $\square$  | +    | ++                | ++  | ++        | 1          | ++        | ++        | +               | ++            |            | ++       |   |
|  |   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           | 1          |           |           |                 |               |            |          |   |
|  | I   | I  |                        |                   | ЦТ                     | ШΕ                   | 117      | ЦΕ         | Т           | 11      | ЦΤ      |                   |                   | ш          | 1    |                   | ιT  |           | 1          |           |           |                 |               |            |          |   |
| surance  |   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| ogramme Level  |   |  |                        |                   | _                      | _                    | _        | _          | _           | _       | _       |                   | _                 |            |      | _                 | _   |           | _          |           | _         | _               | _             | _          |          |   |
| iversity Health Board Approval:  |   | Executive Team   |                        |                   |                        |                      |          | E L        | T           |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| tivity Modeling Sign off<br>rotional Content Sign off  | SBAR/Meeting<br>SBAR / Meeting  | Executive Team<br>Executive Team   | <u> </u>               |                   | $\left  - \right $     | +++                  | ++       | H          | ++          | ++      | +++     | ++                | ++                | H          | +    | ++                | ++  | ++        | 1          | ++        | +         | +               | +             |            | ++       |   |
| ancial Modelling Sion of   | SBAR / Meeting  | Executive Team   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           | 1          |           |           |                 |               |            | 11       |   |
| ualty and Health Impact Assessment   | Live document   | Programme Group & CI   |                        | ++1               | ΗĪ                     | ΗF                   | ++1      |            | $+ \square$ | ++      | ЦŢ      | ++7               | + F               | ΗJ         | +-   | +T                | ΗĒ  | $+\Gamma$ | 4-F        | $+\Gamma$ | +T        | +T              | - <b>H</b> -T |            | 11       |   |
| egrated Impact Assessment<br>mmunication and Engagement Plan   | Live document   | Programme Group  | ł –                    | 1    -            | ++                     | +++                  | ++       |            | ++          | ++      | +++     | ++                | ++                | $\square$  | +    | ++                | ++  | ++        | 1          | ++        | ++        | +               | ++            |            |          |   |
| ogramme Business Case  | Document  | Hywel Dda Board  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           | 1          |           |           |                 |               |            |          |   |
| paramme Benefits Realisation Plan  | Live document   | SRO, PMO   |                        | HF                | HI                     | ΗF                   | ++-      | ΗF         | ΗĒ          | ++      | HТ      | $+\square$        | +F                | HЛ         | +-   | +T                | ΗĒ  | $+\Gamma$ | 1-F        | $+\Gamma$ | +T        | +T              | + T           |            | 11       |   |
| nelts Workshop<br>ateoic Outline Programme   | TBC   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            | -    |                   |     |           | ++         |           |           |                 |               |            |          |   |
| ategic Outline Case  | TBC   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| tine Business Case   | TBC<br>TBC  | Investment Decision Maker<br>Investment Decision Maker   | <u> </u>               | +++               | $\left  \cdot \right $ | +++                  | ++       | H          | ++          | ++      | +++     | ++                | ++                | H          | +    | ++                | ++  | ++        | 1          | ++        | +         | +               | +             |            | H        |   |
| siness Justification Case  | TBC   | Contract of the Contract of States   |                        | ЦГ                |                        |                      |          |            | 11          |         |         |                   |                   |            |      |                   | 11  | 11        | 1†         | 11        | 11        | 11              | 11            |            | 11       |   |
| ush Government Approval:   |   |  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| sect Scoping Document  | Pre Programme Business Case<br>Live document  | Weish Government<br>Weish Government   | -                      |                   |                        |                      |          |            |             |         |         |                   |                   |            | -    |                   | ++  | ++        | ++         | ++        | ++        | +               |               |            |          |   |
| ategic Outline Programme   | TBC   | Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| ategic Outline Case<br>IC Funding Application  | TBC<br>TBC  | Welsh Government<br>Welsh Government   |                        |                   |                        |                      |          |            | ++          |         |         |                   | _                 |            | _    | $\rightarrow$     | +   | ++        | ++         | ++        |           |                 |               |            |          |   |
| C Funding Application<br>tine Business Case  | TBC   | Weish Government   |                        |                   |                        |                      |          |            | ++          | ++-     |         |                   |                   |            | -    | -++               | ++  | ++        | ++         | ++        |           |                 | ++            |            |          |   |
| Business Case  | TBC   | Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| siness Justification Case  | TBC   | Welsh Government<br>Welsh Government   |                        |                   |                        |                      | -        |            | ++          |         |         |                   |                   |            | _    | -+-+              | +   | ++        | ++         | ++        | + +       | +               | ++            |            |          |   |
| k Potential Assessment (RPA1) and (RPA2)   | RPA complete and submitted  | Assurance Hub within WG  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| nefts Identification Workshop  | Workshop  | Board/Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| toway Reviews<br>Risteric Assessment   |   | SRO/Welsh Government   | -                      |                   |                        |                      |          |            |             |         |         |                   |                   |            | -    |                   | ++  | ++        | ++         | ++        | ++        | +               | ++            |            |          |   |
| kuiness Justification  |   | SRO/Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| Nelvery Strategy   |   | SRO/Weish Government   |                        |                   |                        |                      |          |            | ++          |         |         |                   | _                 |            | _    | $\rightarrow$     | +   | ++        | ++         | ++        |           |                 |               |            |          |   |
| nvestment Decision<br>Readiness for Service  |   | SRO/Welsh Government<br>SRO/Welsh Government   |                        |                   |                        |                      |          |            | ++          |         |         |                   |                   |            | -    |                   | ++  | ++        | ++         | ++        | ++        |                 |               |            |          |   |
| Operational Review and Benefits Realisation  |   | SRO/Welsh Government   |                        |                   |                        |                      |          | rtt        | 1 1         |         |         |                   |                   |            |      |                   |     | 11        | 11         |           |           |                 |               |            |          |   |
| R  |   |  | Sep-21                 |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   | _   |           |            |           |           | 1               | 1             |            | + 1      |   |
| inst Decise and Construction Boor Project  |   | SRO/Welsh Government<br>SRO/Welsh Government   | Jep-21                 |                   |                        |                      |          |            |             |         |         |                   |                   |            | -    |                   |     |           |            | ++        | ++        |                 | 1.1           |            |          |   |
| ject Design and Construction Peer Review<br>hisving Excellence in Design Evaluation Tookit   |   | SRO/Welsh Government<br>SRO/Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            | _    |                   |     |           |            |           |           |                 |               |            |          |   |
| ject Design and Construction Peer Review<br>Neving Excellence in Design Evaluation Toolkit<br>st Project Design and Construction Evaluation  |   | SRO/Welsh Government<br>SRO/Welsh Government<br>SRO/Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            | _    |                   |     |           |            |           |           |                 |               |            |          |   |
| ject Design and Construction Peer Review<br>hisving Excellence in Design Evaluation Tookit   |   | SRO/Welsh Government<br>SRO/Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| iject Design and Construction Peer Review<br>Newing Excellence in Design Evaluation Toolkit<br>at Project Design and Construction Evaluation<br>newlish Realistation Workshop  |   | SRO/Webh Government<br>SRO/Webh Government<br>SRO/Webh Government<br>SRO/Webh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| jele Design and Construction Peer Review<br>Neving Excellence in Design Evolution Tookt<br>Project Design and Construction Evolution<br>Parlis Readation Workshop<br>Inform Assurance  |   | SRO/Welsh Government<br>SRO/Welsh Government<br>SRO/Welsh Government<br>SRO/Welsh Government   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| jeie Deeling and Construction Peer Review<br>Hearing Excellence in Dealge Evaluation Toobit<br>a Poied Dealen and Construction Realization<br>Partis Resistation Workshop<br>Partis Resistation Workshop   |   | SROWeish Government<br>SROWeish Government<br>SROWeish Government<br>SROWeish Government<br>SRO<br>Sustainable Resource<br>Crumeltos<br>Stratecic Advisory Group   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| Jed Design and Construction Peer Review Jed Design and Construction Peer Review And Peer Dealth and Todak Andreas Andr   | Feedback on SPI documentation   | SROWelsh Government<br>SROWelsh Government<br>SROWelsh Government<br>SROWelsh Government<br>SRO<br>Sustainable Resource<br>Covernation   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| lied Design and Commutation Pare Review     Answer Strategies and Commutation Pare Review     Answer Strategies and Commutation Endeaters     Answer Strategies and Commutation Endeaters     Answer Strategies and Commutation     Constant Answer Strategies and Commutation     Answer Strategies and Commutation     Answer Strategies and Commutation     Answer Strategies and Commutation   | Feedback on 50° documentation   | SRO/Webb Government<br>SRO/Webb Government<br>SRO/Webb Government<br>SRO/Webb Government<br>SRO<br>SRO<br>Sutainable Resource<br>CremeNtee<br>Binateric Auhisory Group<br>Director of Cips<br>SRO  |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| det Design and Construction Pare Review     design and Construction Pare Review     design and Construction Evaluation     design and Construction Evaluation     design and Construction  | Feedback on 3HP documentation   | SRO/Webb Government<br>SRO/Webb Government<br>SRO/Webb Government<br>SRO/Webb Government<br>SRO<br>Sustainable Resource<br>Cryweihae<br>Streteric Advisory Group<br>Director of Extense & Deputy<br>Director of Cops<br>SRO<br>Exter of Cops   |                        |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| lied Design and Commutation Pare Review     Answer Strategies and Commutation Pare Review     Answer Strategies and Commutation Endeaters     Answer Strategies and Commutation Endeaters     Answer Strategies and Commutation     Constant Answer Strategies and Commutation     Answer Strategies and Commutation     Answer Strategies and Commutation     Answer Strategies and Commutation   | Fundad os SP documentos   | SRO/Webb Government<br>SRO/Webb Government<br>SRO/Webb Government<br>SRO/Webb Government<br>SRO<br>SRO<br>Sutainable Resource<br>CremeNtee<br>Binateric Auhisory Group<br>Director of Cips<br>SRO  | /<br>Aug-21            |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| Jaio Danja nel Consuston Pare Revea<br>Inter Sectores a Desputator Tanka<br>In Paula Danja nel Consuston Columbio<br>Inter Sectores a Desput<br>nel Constante Sectores a Desput<br>nel Constante Sectores a Desput<br>nel Constante Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sectores a Desput<br>Pressi Inter Sector | Fundad in SP deconnection   | SROWebh Ooverment<br>SROWebh Ooverment<br>SROWebh Ooverment<br>SROWebh Ooverment<br>SRO<br>SRO<br>SRO<br>SRO<br>Dector of Estates & Deputy<br>Dector of Estates & Deputy<br>Dector of Dector of<br>SRO<br>SRO  | /<br>Aug-21            |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| dec Design and Construction Pare Review     decommendation      decommend  |   | SROWebb Covernment<br>SROWebb Covernment<br>SROWebb Covernment<br>SROWebb Covernment<br>SRO<br>Sustainable Resource<br>Crimentae Arbitery Group<br>Detector of Op<br>SRO<br>SRO<br>SRO<br>SRO  | /<br>Aug-21            |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| Advanced Construction Poor Review     Advanced Construction Poor Review     Advanced Deviation Tackin     Advanced Deviation Tackin     Advanced Deviation Tackin     Advanced Deviation Tacking     Advanced Deviation     Adva  | Fundado es DP documentation   | SROWakb Covernent<br>SROWakb Covernent<br>SROWakb Covernent<br>SROWakb Covernent<br>SROWakb Covernent<br>SROWakb Covernent<br>Suback Addition<br>Stromates<br>Additional Covernent<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO, PM<br>SRO, PM  | /<br>Aug-21            |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| dec Design and Construction Pare Review     decomposition Tookke     decomposition Tookke     decomposition     dec  |   | SROWbib Government<br>SROWbib Government<br>SROWbib Government<br>SROWbib Government<br>SRO<br>Dector of Existes & Deput<br>Dector of Opi<br>SRO<br>Dector of Case<br>SRO<br>Dector of Case<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO, PM<br>SRO, PM   | /<br>Aug-21            |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| Advanced Construction Poor Review     Advanced Construction Poor Review     Advanced Deviation Tackin     Advanced Deviation Tackin     Advanced Deviation Tackin     Advanced Deviation Tacking     Advanced Deviation     Adva  |   | SROVNak Ocentrart<br>SROVNak Ocentrart<br>SROVNak Ocentrart<br>SROVNak Ocentrart<br>SROVNak Ocentrart<br>SROVNak Ocentrart<br>SROVNak Ocentrart<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO  | Aug-21                 |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| decision of construction have Reveal     decision Tooland     decision     dec  | Programma Assassment Review (PAR)<br>DD<br>DD<br>DD<br>DD<br>DD<br>DD<br>DD<br>DD<br>DD<br>D  | SROVNak Ocemmer<br>SROVNak Ocemmer<br>SROVNak Ocemmer<br>SROVNak Ocemmer<br>SROVNak Ocemmer<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO<br>SRO  | Aug-21                 |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
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| decimal Construction Pare Research     decimal Construction Pare Research     decimal Re  | Paggente Assessment Rokes (PAR)<br>24<br>25<br>26<br>26<br>26<br>26<br>26<br>26<br>26<br>26<br>26<br>26   | BIOVAIA Countrart<br>BIOVAIA Countrart<br>BIOVAIA Countrart<br>BIOVAIA Countrart<br>BIOVAIA Countrart<br>BIOVAIA Countrart<br>Countrart<br>BIOVAIA Countrart<br>BIOVAIA Countrart<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAIA<br>BIOVAI<br>BIOVA          | Aug-21                 |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
| Addition of Construction Pare Reveel     Addition of Construction Pare Reveel     Addition of Construction Pare Reveel     Addition     Additio  | Programme Assessment Review (PAN)<br>60<br>60<br>60<br>60<br>60<br>60<br>60<br>60<br>60<br>60   | BICVVIal Contrast<br>BICVVIal CON  | Aug-21                 |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |
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| Addition of Construction Pare Reveel     Addition of Construction Pare Reveel     Addition of Construction Pare Reveel     Addition     Additio  | Augustus Assistance Rober (PAD)<br>Degenerative Assistance Rober (PAD)<br>Deg<br>Deg<br>Deg<br>Deg<br>Deg<br>Deg<br>Deg<br>Deg  | BIOVAIRA Countraint<br>SIOVAIRA COUNTRAINTAINTAINTAINTAINTAINTAINTAINTAINTAINT  | Asg-21                 |                   |                        |                      |          |            |             |         |         |                   |                   |            |      |                   |     |           |            |           |           |                 |               |            |          |   |

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| العام العالي         العام  | Interior         I           Version         I           Versin         I           Versin<   | IRO PM LISKO FM LISKO  | Simothy Simothy Simothy Simothy Simothy Monthy Simothy Monthy Forsicity Forsicity Forsicity Forsicity Monthy Forsicity Monthy Monthy Monthy Monthy Simonal Sim |                      |     | X         X             | X         X             |     |            |                |           |     |      |      |           |           |             |    |
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| Togramm Bankso Case Document<br>Togramm Bankso Realision Plan Lie docum<br>Jandis Workshop TBC<br>Bankso Catego Possimon TBC<br>Bankso Catego Possimon TBC<br>Bankso Catego Catego Catego TBC   |   | Programme Group   |  | _                    |     |   |   |     |            |                |           |     |      |      |           | +++       | +++         | +  |
| Programme Bandits Realization Plan         Lie docum           Strafitz Workshop         TBC           Branditz Workshop         TBC           Stradegic Outrine Dispatch         TBC           Stradegic Outrine Claim         TBC           Stradegic Outrine Claim         TBC           Stradegic Outrine Claim         TBC   | ement P   | Programme Group<br>Hywel Dda Board  |  | +++                  | ++  |   | ++++  | +++ |            | +++            | +++       | +++ | +++  | +++  | +++       | +++       | +++         | -1 |
| Interfective Contine Programme TBC Interfective Contine Programme TBC Interfect Contine Case TBC Unline Business Case TBC   | ment D  | tywel Dda Board<br>RRO, PMO   |  |                      |     |   |   |     |            |                | ++++      | +++ |      | +++  | +++       | + $+$ $+$ | +++         | 4  |
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|   | le .  | nvestment Decision Maker  |  | +++                  | ++- | +++   | +++   | +++ | ++++       |                | +++       |     |      | +++  | +++       | +++       | +++         |    |
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| Business Justification Case TBC Netsh Government Approval:  |   |   |  |                      | ++  | ++++  | ++++  | +++ | ++++       |                | ++++      | +++ |      | +++  | +++       | +++       | +++         | 4  |
| Netsh Government Approvat:<br>Project Scoping Document Pro Program  | ramme Business Case W   | Welsh Government  |  | +++                  | ++  |   | ++++  | +++ | ++++       |                | ++++      | +++ | +++  | +++  | +++       | +++       | +++         | -1 |
| Programme Business Case Live docume   | ument W   | Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Strategic Outline Programme TBC   |   | Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Brategic Outline Case TBC   |   | Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| DBC Funding Application TBC Dutline Business Case TBC   |   | Welsh Government<br>Welsh Government  |  | _                    |     |   |   |     |            |                |           |     |      | +++  |           |           |             | -  |
| Juline Business Case IBC<br>Full Business Case TBC  |   | Weish Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             | -  |
| Business Justification Case TBC   | W   | Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Independent Assurance   | W   | Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Risk Potential Assessment (RPA1) and (RPA2) RPA comple  |   | Assurance Hub within WG   |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Benefits Identification Workshop Workshop   | р В   | Board/Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Gataway Reviews<br>0 Stratecic Assessment   |   | SROWelsh Government   |  | _                    |     |   |   |     |            |                |           |     |      | +++  |           |           |             | -  |
| 0 Strategic Assessment<br>1 Business Justification  |   | SRO/Welsh Government<br>SRO/Welsh Government  |  |                      |     |   |   |     | + + + +    |                |           |     |      |      |           |           |             | -  |
| 2 Delivery Strategy   | 3   | RO/Welsh Government   |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             | -  |
| 3 Investment Decision   | s   | SRO/Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| 4 Readiness for Service   | 8   | SRO/Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| 5 Operational Review and Benefits Realisation   |   | SRO/Welsh Government  |  | +++                  | ++- | +++   | +++   | +++ |            |                | +++       |     |      | +++  |           |           |             |    |
| PAR<br>Project Design and Construction Peer Review  |   | BRO/Welsh Government<br>BRO/Welsh Government  | Sep-21   | +++                  |     | +++   |   | +++ |            | +++            |           |     |      |      | +++       |           | +++         | -1 |
| Project Design and Construction Peer Review<br>Achieving Excellence in Design Evaluation Toolkit  |   | SRO/Weish Government<br>SRO/Weish Government  |  | +++                  | ++  |   | ++++  | +++ |            |                | ++++      | +++ |      | +++  |           | +++       | +++         | -1 |
| Achieving Excellence in Design Evaluation Todeot<br>Post Project Design and Construction Evaluation   | 8   | BRO/Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           | +++       | +++         | -1 |
| Benefits Realisation Workshop   |   | RO/Welsh Government   |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Functional Assurance  |   |   |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Bervice   | 8   | BRO<br>Bustainable Resource   |  | $\rightarrow$        |     |   |   | +++ |            |                |           |     |      |      |           |           |             |    |
| Financial - Revenue and Capital   | Ó   | Committee   |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             | 1  |
| Directational - Clinical  |   | Btrategic Advisory Group  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             | T  |
| Feedback o  | k on SHP documentation D  | Director of Estates & Deputy  | Aup-21   | ++T                  | 11  | 111T  |   | ++T | T          | $      \Gamma$ | $+++\top$ |     | T    | ПΓ   | $\square$ | + + T     | + + T       |    |
| Operational - non clinical functional content   |   | Director of Ops<br>SRO  |  | +++                  | ++  | +++   | ++++  | +++ | ++++       | +++            | +++       | +++ | +++  | +++  | +++       | +++       | +++         | -1 |
| Fachnical<br>Fachnical - Land   | 8   | sko<br>Exec Team  |  | +++                  | ++  |   | ++++  | +++ |            |                | ++++      | +++ | +++  | +++  | +++       | +++       | +++         | -1 |
| achica - Linb<br>Dualty   | 8   | BRO   |  |                      |     |   | 1111  | 111 | 1111       |                | 1111      | 111 |      | 111  | 111       | 111       | 111         | 1  |
| information   | s   | BRO   |  |                      | 11  |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Security  | 8   | BRO   |  |                      | LT. |   |   |     |            |                | ITT       |     |      | LT L |           |           |             | 1  |
| Project Level   |   | 200.011   |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| DGC Gateway Process - Programme Programme Oo  | me Assessment Review (PAR) S  | SRO, PM<br>SRO, PM  |  | +++                  | ++  | +++   | ++++  | +++ | +++        | +++            | +++       | +++ | +++  | +++  | +++       | +++       | +++         | -1 |
| DGC Gateway Process Project 1 G0 DGC Gateway Process Project 2 G0   | s   | SRO. PM   |  |                      |     |   | ++++  | +++ | ++++       |                | ++++      |     | +++  | +++  | +++       | +++       | +++         | -1 |
| GC Gateway Project 3 G0   | 8   | SRO, PM   | 1  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| trogramme Implementation Plans (all Programmes) Live docume   | ument   | SRO, PM, Programme  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Programme issues logs (all Programmes)  | ment  | SRO. PM. Programme  |  |                      | 1T  |   |   |     |            |                |           |     |      | LT L |           |           |             |    |
| Programme risk registers (all Programmes) Live docume   | ument 8   | BRO, PM, Programme  |  | $\rightarrow$ $\top$ | 11  | +++T  | $\square$   | ++T |            |                |           |     | ЦНТ  |      | ++        | ++T       | ++T         | 1  |
| Benefits Realisation Plans (all Programmes)   |   | SRO, PM, Programme  |  | +++                  | ++  | +++   | +++   | +++ | ++++       |                | ++++      | +++ | +++  | +++  | +++       | +++       | +++         | +  |
| Ionitoring & Evaluation plans (all Programmes) Live docume  | ament S   | SRO, PM, Programme  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| ludit   |   |   |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             |    |
| Programme Level   |   |   |  | _                    | _   |   | _   | _   | _          |                | _         | _   | _    | _    | _         | _         | _           |    |
|   | A   | Audit Committee - see audit   |  | 111                  | 11  | TTT   | 1111  | 111 | TTTT       |                | TTTT      | TTT | TTT  | TTT  | TTT       | 1 1 1     | 111         |    |
| nternal - Project Audit (s) Audit   | pl  | slan  |  |                      | 11  |   |   | 111 | 1 + 1 + 1  |                | 1111      |     |      | 1    | 111       | 111       | 111         |    |
| External Wales Audit Office WAD   |   | Welsh Government  |  |                      |     |   |   |     |            |                |           |     |      |      |           |           |             | T  |
| Internal - Designed for Life - Building for Wales   |   | Welsh Government  |  |                      | 1T  |   |   |     |            |                |           |     |      | LT L |           |           |             |    |
| LA Partners   | ers S   | SRO, PM   |  |                      | 11  |   |   |     |            |                |           |     |      |      | 111       | 111       | 111         |    |
| Project Level Aufit   | Lo.   | SRO. PM   |  |                      | 11  |   |   | 111 |            |                |           |     |      |      |           |           | 111         |    |
| iternal Audit Audit WAO   |   | SRO, PM<br>SRO, PM  | 1  | -+++                 | ++  | ++++  | +++   | +++ |            |                | ++++      | +++ |      | +++  | +++       | +++       | +++         | -  |
| koniny LA Partners  | ers i   | 3KU, PM   | 1  | 111                  | ++  |   |   | 111 | ++++       |                | 1111      | 111 |      |      | 111       | 11+       | 111         | 1  |

| Vest Wales Programme Business Case - Prince Phili  | p                                  |  |                        |           |       | _        |           | Integrate   | d Assu  | irance 8 | s Appro        | ival Plan |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
|--|------------------------------------|--|------------------------|-----------|-------|----------|-----------|---|---------|----------|----------------|-----------|---------|-----------|-----------------|------------------|------------|---------|-------------|-----------|-----------|---|----|--------|---|
| Assurance / Approval / Reporting   | Activity/Product                   | Primary client                               | Last review d          | fate 1 if | 5 2   | 2021/22  | 2 5       | fieb<br>Mar   | 1 5 7   | 2022/    | 23<br>20 00 00 | 8 8 3     | 2 8 5   | 202       | 4/25<br>2 2 2 2 | 8 8 3            | a in       | 5 3 3   | 2025/2      | No.       | 8 3       |   | Co | mments |   |
| Sovernance   |                                    |  |                        | 1415      | 1213  | 5191012  | 19151     |   |         | ால       |                | I SI WIS  | A SISIS | -1<10     |                 | 121612           | 1415       | 4.43    | 1010        | 1013      | 14121     |   |    |        |   |
| Programme Level  |                                    |  |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| UHB Board  | SBAR & Meetings                    | SRO,PM                                       | Bi-monthly             |           |       | X 3      | ( X       |   |         |          |                |           |         |           |                 |                  |            |         | П           |           | 111       |   |    |        |   |
| Executive Team<br>Strategic Development and Operational Delivery Committee                           | SBAR & Meetings<br>SBAR & Meetings | SRO,PM<br>SRO,PM                             | Weekly<br>Bi-monthly   |           |       | x        |           | x x   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Sustainable Resources Committee  | SBAR & Meetings                    | Director of Finance                          | Bi-monthly             |           |       | * *      | x         | x x<br>x x<br>x x x<br>x x x<br>x x x<br>x x x<br>x x x | x       |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Capital, Estates and IM&T Sub-Committee<br>Programme Group   | SBAR & Presentations<br>Meetings   | SRO, PM<br>SRO, PM                           | Bi-monthly<br>Monthly  |           | x     | x 3      | K X       | x   | x >     | ٢        |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Programme Team   | Meetings                           | SRO, PM                                      | Fortnightly            |           | x     | x x x x  | 1 X X     | x x x   | x x 3   | ς<br>ζ   |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Finance and Workforce Workstream<br>Activity Modelling Workstream                                    | Meetings<br>Meetings               | Workstream Lead<br>Workstream Lead           | Fortnightly            |           | x     | x x x x  | ( x x     | XXX   | x x 3   | 4        |                |           |         |           |                 |                  |            |         |             |           | +++       |   |    |        |   |
| Transport Workstream   | Meetings                           | Workstream Lead                              | Monthly                |           | x     | x x x x  | x x x     | XXX   | x x >   | č –      |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Land Workstream<br>Communication and Engagement Workstream   | Meetings<br>Meetings               | Workstream Lead<br>Workstream Lead           | Monthly<br>Fortnightly |           | x     | x x x x  | ( x x     | x x x<br>x x x<br>x x x<br>x x x<br>x x x               | x x 3   | 4        |                |           |         |           |                 |                  |            |         |             |           | +++       |   |    |        |   |
| Digital Workstream   | Meatings                           | Workstream Lead                              | Monthly                |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Project Level Redevelopment PPH  | To be established                  | SRO, PM                                      | -                      |           | пт    |          | 111       |   |         | 111      |                |           |         |           |                 | TTT.             |            |         | тт          |           |           |   |    |        |   |
|  |                                    |  |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
|  |                                    |  |                        |           | +++   |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
|  |                                    |  |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
|  |                                    |  |                        |           | +++   |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
|  |                                    |  |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| •  |                                    | -  | -                      |           | ш     |          |           |   |         | 111      |                |           | цц      |           |                 |                  | 11         |         |             |           | 111       | _ | _  |        | _ |
| Assurance  |                                    |  |                        |           | _     |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Programme Level<br>University Health Board Approval:   |                                    |  |                        |           |       |          |           |   | _       |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Activity Modelling Sign off  | SBAR/Meeting                       | Executive Team                               |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Functional Content Sign off<br>Financial Modelling Sign off  | BBAR / Meeting<br>BBAR / Meeting   | Executive Team<br>Executive Team             | 1                      | $+\top$   |       |          | $+\Pi$    | $+\Gamma$   | $+ \mp$ | $+\Pi$   | +T             | ΗŦ        | ΗŦ      | $+\top$   | HT              | HТ               | $+\square$ | $+ \mp$ | $+ \square$ | HŦ        |           |   |    |        |   |
| Equality and Health Impact Assessment  | SBAR / Meeting<br>Live document    | Programme Group & CI                         |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Integrated Impact Assessment<br>Communication and Engagement Plan                                    | Live document                      | Programme Group                              |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           | ++F       |   |    |        |   |
| Programme Business Case  | Document                           | Hywel Dda Board                              |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Programme Benefits Realisation Plan<br>Benefits Workshop   | Live document                      | SRO. PMO                                     | -                      |           | H     | $-\Pi$   | H         | $-\square$  |         | - FFI    |                | HT        | H       |           | LT-             | HT               | F          |         | ΗT          | ЬTТ       | HT        | _ |    |        |   |
| Strategic Outline Programme  | TBC                                |  |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Strategic Outline Case<br>Outline Business Case  | TBC                                | Investment Decision Make                     |                        | + -       | НŦ    | $++ \pm$ | ++T       | ++7   | +F      | ++7      | ++             | HE        | HП      | $+\Gamma$ | HF              | ΗF               | 48         | ++      | ++-         | HF        | ++F       |   |    |        |   |
| Full Business Case   | TBC                                | Investment Decision Make                     | 1                      |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Business Justification Case<br>Welsh Government Approval:  | TBC                                |  | -                      |           |       |          | +++       |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Project Scoping Document   | Pre Programme Business Case        | Weish Government                             |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Programme Business Case<br>Strategic Outline Programme   | Live document                      | Welsh Government<br>Welsh Government         |                        |           |       |          |           |   | _       |          | _              |           |         |           | _               |                  |            | _       |             | _         |           |   |    |        |   |
| Strategic Outline Case   | TBC                                | Welsh Government                             |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| OBC Funding Application  | TBC                                | Welsh Government<br>Welsh Government         |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            | _       |             |           |           |   |    |        |   |
| Outine Business Case<br>Ful Business Case  | TBC                                | Weish Government                             |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Business Justification Case  | TBC                                | Weish Government<br>Weish Government         |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            | _       |             |           |           |   |    |        |   |
| Independent Assurance<br>Risk Potential Assessment (RPA1) and (RPA2)                                 | RPA complete and submitted         | Assurance Hub within WG                      |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Benefits Identification Workshop   | Workshop                           | Board/Welsh Government                       |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   | _  |        |   |
| Gateway Reviews<br>0 Strategic Assessment  |                                    | SRO/Welsh Government                         | -                      |           |       |          |           |   |         | +++      |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| 1 Business Justification   |                                    | SRO/Welsh Government                         |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   | _  |        |   |
| 2 Delivery Strategy<br>3 Investment Decision   |                                    | SRO/Welsh Government<br>SRO/Welsh Government | -                      |           | +++   |          | +++       |   |         |          |                |           |         |           |                 |                  |            |         |             |           | +++       |   |    |        |   |
| 4 Readiness for Service  |                                    | SRO/Welsh Government                         |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| 5 Operational Review and Benefits Realisation<br>PAR   |                                    | SRO/Welsh Government<br>SRO/Welsh Government | Sep-21                 |           | HH    |          | ++        | +++   | ++      | ++       | ++             |           | HH      |           | HH              | Hŀ               |            | ++      | ++          | H         | +++       |   |    |        |   |
| Project Design and Construction Peer Review  |                                    | SRO/Welsh Government                         | -                      |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         | T L         |           |           |   |    |        |   |
| Achieving Excellence in Design Evaluation Toolkit<br>Post Project Design and Construction Evaluation |                                    | SRO/Welsh Government<br>SRO/Welsh Government | -                      |           | HH    |          | ++        |   | ++      | ++       | ++             |           | HH      |           | HH              | Hŀ               |            | ++      | ++          | H         | +++       |   |    |        |   |
| Benefits Realisation Workshop  |                                    | SRO/Welsh Government                         |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         | T L         |           |           |   |    |        |   |
| Functional Assurance<br>Service  |                                    | SRO  | -                      |           | HH    |          | ++        | +++   | ++      | ++       | ++             |           | HH      |           | HH              | Hŀ               |            | ++      | ++          | H         | +++       |   |    |        |   |
| Financial - Revenue and Capital  |                                    | Sustainable Resource<br>Committee            |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         | T           |           |           | - | -  |        |   |
| Enancial - Revenue and Capital<br>Operational - Clinical   |                                    | Strategic Advisory Group                     | 1                      |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Operational - non clinical functional content  | Feedback on SHP documentation      | Director of Estates & Dep<br>Director of Ops | <sup>Ey</sup> Aug-21   |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Technical  |                                    | SRO  |                        |           |       |          | $\square$ |   |         |          |                |           |         |           |                 |                  |            |         | μ_          |           | $\square$ |   |    |        |   |
| Technical - Land<br>Quality  |                                    | Exec Team<br>SRO                             | 1                      |           |       |          | +++       |   | ++      | +++      |                | HH        | HH      |           |                 |                  | ++         | ++      | ++          | H         | +++       |   |    |        |   |
| Information  |                                    | SRO  |                        |           |       |          | $\square$ |   |         |          |                |           |         |           |                 |                  |            |         | μ_          |           | $\square$ |   |    |        |   |
| Security Project Level   |                                    |  |                        |           |       |          | 111       |   |         |          |                |           |         |           |                 |                  |            |         |             |           | <u></u>   | _ |    |        |   |
| OGC Gateway Process - Programme  | Programme Assessment Review (PAR)  | SRO, PM<br>SRO, PM                           |                        |           |       | TH.      | $\square$ |   |         |          |                |           |         |           |                 | TT.              |            |         | H           |           | TT.       |   |    |        |   |
| OGC Gateway Process Project 1<br>OGC Gateway Process Project 2                                       | 60                                 | SRO, PM                                      |                        |           |       |          |           |   |         |          |                |           |         |           | Ш               |                  |            |         | tt-         | Ш         |           |   |    |        |   |
| OGC Gateway Project 3  | G0<br>Live document                | SRO, PM<br>SRO, PM, Programme                | -                      |           | H     | $-\Pi$   | H         | $-\square$  |         | - FFI    |                | HT        | H       |           | LT-             | HT               | F          |         | ΗT          | ЬTТ       | HT        | _ |    |        |   |
| Programme Implementation Plans (all Programmes)<br>Programme issues loos: (all Programmes)           | Live document                      | SRO, PM, Programme                           |                        |           |       |          |           |   |         |          |                |           |         |           | Ш               |                  |            |         | tt-         | Ш         |           |   |    |        |   |
| Programme risk registers (all Programmes)  | Live document                      | SRO, PM, Programme<br>SRO, PM, Programme     | -                      | -         | IП    |          | $\square$ | $\square$   | Ŧ       | - E      |                | Щ         | H       | T         | LT -            | ITT              | F          | -       | Π-          | LТТ       | HT.       |   |    | -      |   |
| Benefits Realisation Plans (all Programmes)<br>Monitoring & Evaluation plans. (all Programmes)       | Live document<br>Live document     | SRO, PM, Programme<br>SRO, PM, Programme     |                        |           |       |          |           |   |         |          |                |           |         |           | EE-             | Ш                |            |         | LL-         | Ш         |           |   |    |        |   |
| Audit  |                                    |  |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Programme Level  |                                    |  | _                      | -         | -     | -        | -         | -   | -       |          |                | -         | -       |           | -               | -                | -          | -       |             | -         | _         | _ | _  | -      | - |
|  | Luft                               | Audit Committee - see aut                    | it i                   | TT        |       | TT       | TTT       | 111   | TT      | TTT      |                |           |         |           |                 | TT               | 111        | 11      | TT          | TT        | TTT       |   |    |        |   |
| Internal - Project Audit (s)<br>External Wales Audit Office  | WAR                                | plan<br>Weish Government                     | -                      |           |       | +++      | +++       | +++   | ++      | +++      |                | HH        | HH      |           | $\square$       | $\left  \right $ | ++         |         | ++          | $\square$ | +++       |   |    |        |   |
| External - Designed for Life - Building for Wales  |                                    | Welsh Government                             |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |
| Sentiny Project Level  | LA Partners                        | SRO, PM                                      | -                      |           | Ц     |          | 111       |   |         | 111      |                | ЦЦ        | шц      |           | ш               | ш                | ц          |         |             | ш         | 111       | _ |    | _      |   |
| CIVING METH  | Auth                               | SRO. PM                                      | 1                      | 11        | L L L | 111      | TTT       | 111   | TT      | TTT      | TT             |           |         | TT        | TT              | L L L            | TT         | TT      | TT          | TT        | TTT       | _ |    |        |   |
| Internal Audit<br>External Audit   | WAD                                | SRO, PM                                      |                        |           |       |          |           |   |         |          |                |           |         |           |                 |                  |            |         |             |           |           |   |    |        |   |

| Hywel Dda University Health Board - A Healthier Mid and<br>West Wales Programme Business Case - Bronglais |  |   |                            |                   |         |                    |  | -          |            | ce & App |            |                   |           |                                |            |           |            |           |           |           |     |          |
|---|--|---|----------------------------|-------------------|---------|--------------------|--|------------|------------|----------|------------|-------------------|-----------|--------------------------------|------------|-----------|------------|-----------|-----------|-----------|-----|----------|
| Assurance / Approval / Reporting  | Activity/Product                       | Primary client                                    | Last review date           | Apr<br>May<br>Jun | Ju gund | 121/22             | Jan<br>Feb                                       | Apr<br>May | 2 Bing     | 8 5 2    | Jan<br>Feb | Mar<br>Apr<br>May | NU<br>NU  | 2024/25<br>dr i i o<br>2024/25 | Dec        | Mar       | Vay<br>Jun | Ju David  | 25/26     | Dec       | Fab | Comments |
| Governance  |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Programme Level   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| UHB Board<br>Executive Team   | SBAR & Meetings<br>SBAR & Meetings     | SRO,PM<br>SRO PM                                  | Bi-monthly<br>Weakly       |                   | x       | x                  | x  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     | -        |
| Executive Team<br>Strategic Development and Operational Delivery Committee                                | SBAR & Meetings                        | SRO,PM  | Bi-monthly                 |                   | x       | x                  | x x  | x          | ×          |          |            |                   |           |                                |            |           |            |           |           | Ш         | Ш   | 1        |
| Sustainable Resources Committee   | SBAR & Meetings                        | Director of Finance<br>SRO. PM                    | Bi-monthly                 |                   |         |                    | x x  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Capital, Estates and IM&T Sub-Committee<br>Programme Group  | SBAR & Presentations<br>Meetings       | SRO, PM<br>SRO, PM                                | Bi-monthly<br>Monthly      | +++               | X       | K X X              | XXX  | xx         | x x        | +++      | ++         |                   | ++        |                                | +++        | ++        | +++        |           |           | ++        | ++  | 4        |
| Programme Team  | Meetings                               | SRO, PM   | Fortnightly                |                   | x x :   | <b>x</b> x :       | x x x x<br>x x x x                               | x x        | x x        |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Finance and Workforce Workstream<br>Activity Modelling Workstream   | Meetings<br>Meetings                   | Workstream Lead<br>Workstream Lead                | Fortnichtly<br>Fortnichtly | +++               | x x :   | < x x :            | x x x x<br>x x x x                               | x x        | x x        |          |            |                   |           |                                |            | + +       |            |           |           | ++        | ++  |          |
| Transport Workstream  | Meetings                               | Workstream Lead                                   | Monthly                    |                   | XX      | <b>K</b> X X 3     | x x x x  | XX         | x x<br>x x |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Land Workstream   | Meetings                               | Workstream Lead                                   | Monthly                    |                   | x x :   | <b>x x</b> :       | x x x x  | x x        | xx         |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Communication and Engagement Workstream   | Meetings                               | Workstream Lead<br>Workstream Lead                | Fortrichtly<br>Monthly     |                   | x x :   | < x x :<br>< x y : | x x x x x<br>x x x x x<br>x x x x x<br>x x x x x | X X        | x x        |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Project Level   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Redevelopment BGH   | To be established                      | SRO, PM   |                            |                   |         | +++                |  |            |            |          |            |                   |           |                                |            |           |            |           |           | +         | ++  | -        |
|   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
|   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
|   |  |   | +                          |                   | +++     | +++                |  | +++        | ++         | +++      | ++         |                   | -++-      | +++                            | +++        | ++        | +++        | ++        | ++        | ++        | ++  | 1        |
|   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
|   | 1                                      | L   | ·                          |                   | ш       | 111                |  | щ          |            |          | чЦ         |                   |           |                                | ш          |           | ш          |           |           | ш_        |     | 1        |
| Assurance   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Programme Level   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| University Health Board Approval:<br>Activity Modelling Sign off  | SBAR/Meeting                           | Executive Team                                    | +                          | HE                | ΗF      | ++T                |  | ++T        | ++         | ++T      | ++7        | $+\square$        | +F        | HF                             | HF         | ΗĒ        |            | $+\Gamma$ | ΗĒ        | ΗĒ        | ΗĒ  | 4        |
| Functional Content Sion of  | SBAR / Meeting                         | Executive Team                                    | 1                          |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Financial Modelling Sign of   | SBAR / Meeting                         | Executive Team                                    |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Equality and Health Impact Assessment<br>Integrated Impact Assessment                                     | Live document                          | Programme Group & CI                              | 1                          | +++               | +++     | +++                |  |            | ++         | +++      | ++         |                   | ++        |                                |            | ++        | +++        |           | ++        | ++        | ++  | 4        |
| Communication and Engagement Plan   | Live document                          | Programme Group                                   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Programme Business Case<br>Programme Benefits Realisation Plan  | Document<br>Live document              | Hywel Dda Board<br>SRO, PMO                       | +                          | +++               | +++     | +++                |  | +++        | ++         | +++      | +++        | ++                | ++        | +++                            | +++        |           | +++        | ++        |           | ++        | ++  | 4        |
| Benefits Workshop   | TBC                                    | uno, PMU  | 1                          |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Strategic Outline Programme   | TBC<br>TBC                             |   | 1                          |                   |         | +                  |  |            |            |          |            |                   |           |                                |            |           | H          |           | HT-       | HT        | Ŧ   |          |
| Strategic Outline Case<br>Outline Business Case   | TBC                                    | Investment Decision Maker                         | +                          |                   | +++     | +++                | +++  | +++        | ++         | +++      | ++         |                   | -++-      | +++                            | +++        |           |            |           |           |           |     |          |
| Full Business Case  | TBC                                    | Investment Decision Maker                         |                            |                   | T I I   | 111                |  |            |            |          |            |                   |           |                                | T I I      |           |            | 11        | H         | T I       | T   |          |
| Business Justification Case<br>Welsh Covernment Approval:   | TBC                                    |   | +                          | +++               | +++     | +++                |  | +++        | ++         | +++      | +++        | ++                | ++        | +++                            | +++        | ++        |            | ++        | ++        | ++        | ++  | 4        |
| Project Scoping Document  | Pre Programme Business Case            | Welsh Government                                  |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Programme Business Case   | Live document                          | Welsh Government<br>Welsh Government              | 1                          |                   |         |                    |  |            |            |          |            |                   |           |                                |            | T         |            |           | $\square$ | IT        | T   | +        |
| Strategic Outline Programme<br>Strategic Outline Case   | TBC                                    | Weish Government<br>Weish Government              | +                          |                   | +++     | +++                |  | +++        | ++         | +++      | ++         |                   | -++-      | +++                            |            | ++        |            | ++        | ++        | ++        | ++  | 1        |
| OBC Funding Application   | TBC                                    | Welsh Government                                  |                            |                   | T I I   | 111                |  |            |            |          |            |                   |           |                                | T I I      |           |            | 11        | H         | T I       | T   |          |
| Outline Business Case<br>Full Business Case   | TBC<br>TBC                             | Weish Government<br>Weish Government              | +                          | +++               | +++     | +++                |  | +++        | ++         | +++      | +++        | ++                | ++        | +++                            | +++        | ++        | +++        | ++        | ++        | ++        | ++  | 4        |
| Business Justification Case   | TBC                                    | Welsh Government                                  |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Independent Assurance<br>Risk Potential Assessment (RPA1) and (RPA2)                                      | RPA complete and submitted             | Weish Government<br>Assurance Hub within WG       | 1                          | 11                | ΗT      | ++ T               | $++\Gamma$                                       | HT         | ++         | ++T      | ++1        | $-\square$        | $+\Gamma$ | $\square$                      | $++\Gamma$ | $+\Gamma$ | ++7        | $+\Gamma$ | ++        | нĒ        | ΗĒ  | +        |
| Benefits Identification Workshop  | NPA complete and submitted<br>Workshop | Assurance Hub within WG<br>Board/Welsh Government | +                          |                   | +++     | +++                | +++  | +++        | ++         | +++      | ++         |                   | -++-      | +++                            | +++        |           |            | ++        | ++        | ++        | ++  | 1        |
| Gateway Reviews   |  |   |                            |                   | T I I   | 111                |  |            |            |          |            |                   |           |                                | T I I      |           |            |           |           |           |     |          |
| 0 Strategic Assessment<br>1 Business Justification  |  | SRO/Welsh Government<br>SRO/Welsh Government      | +                          | +++               | +++     | +++                | +++  | +++        | ++         | +++      | +++        | ++                | ++        | +++                            | +++        | ++        | +++        |           | ++        | ++        | ++  | 4        |
| 2 Delivery Strategy   |  | SRO/Welsh Government                              |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| 3 Investment Decision   |  | SRO/Welsh Government<br>SRO/Welsh Government      | 1                          | HT -              | HT      | HT I               | TT.  | $\square$  | $\square$  |          | $\square$  |                   |           | H                              | HT I       |           | H          |           | HT.       | HT        | Ŧ   |          |
| 4 Readiness for Service<br>5 Operational Review and Benefits Realisation                                  |  | SRO/Welsh Government                              | +                          |                   | +++     | +++                | +++  | +++        | ++         | +++      | ++         |                   | -++-      | +++                            | +++        | ++        | +++        | ++        | ++        | ++        | ++  | 1        |
| PAR   |  | SRO/Welsh Government                              | Sep-21                     |                   | T I I   | 111                |  |            |            |          |            |                   |           |                                | T I I      |           |            | 11        | H         | T I       | T   |          |
| Project Design and Construction Peer Review<br>Achieving Excellence in Design Evaluation Tookit           |  | SRO/Welsh Government<br>SRO/Welsh Government      | +                          | +++               | +++     | +++                | +++  | +++        | ++         | +++      | +++        | ++                | ++        | +++                            | +++        | ++        | +++        | ++        | ++        | ++        | ++  | 4        |
| Post Project Design and Construction Evaluation   |  | SRO/Welsh Government                              |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Benefits Realisation Workshop   |  | SRO/Welsh Government                              | 1                          |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Functional Assurance<br>Service   |  | SRO   | +                          |                   | +++     | +++                | +++  | +++        | ++         | +++      | ++         |                   | -++-      | +++                            |            | ++        | +++        | ++        | ++        | ++        | ++  | 1        |
| Financial - Revenue and Capital   |  | Sustainable Resource                              | 1                          | 1                 |         |                    |  | 111        |            |          |            |                   |           | 111                            |            |           | $\square$  |           |           |           |     | 1        |
| Financial - Revenue and Capital<br>Operational - Clinical   | 1                                      | Committee<br>Strategic Advisory Group             |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           | Ш         |     | 1        |
| Operational - non clinical functional content   | Feedback on SHP documentation          | Director of Estates & Deput<br>Director of Ops    | y Aug-21                   |                   |         | 111                |  |            |            |          |            |                   |           |                                |            |           |            |           |           | П         | T   |          |
| Technical   |  | SRO   |                            |                   |         | +++                |  |            |            |          |            |                   |           |                                |            | ++        | +++        | ++        | ++        | $^{++}$   | ++  | 1        |
| Technical - Land  |  | Exec Team   |                            |                   |         | 11                 |  |            |            |          |            |                   |           | 11                             |            |           | IП         |           | 11        | $\square$ | 11  |          |
| Quality   |  | SRO   | +                          | +++               | +++     | +++                | +++  | +++        | ++         | +++      | +++        | ++                | ++        | +++                            | +++        | ++        | ++         |           | ++        | ++        | ++  | 4        |
| Security  |  | SRO   | 1                          |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     | 1        |
| Project Level   | Programme Assessment Review (PAR)      | SRO, PM   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| OGC Gateway Process - Programme<br>OGC Gateway Process Project 1  | G0                                     | SRO, PM   | 1                          | 1    -            |         | +++                |  | 1          | ++         | +++      |            |                   |           |                                |            | ++        | +++        | ++        | ++        | ++        | tt  | 1        |
| OGC Gateway Process Project 2   | 60                                     | SRO, PM<br>SRO, PM                                |                            |                   | T I I   | 111                |  |            |            |          |            |                   |           |                                | T I I      |           |            | 11        | H         | T I       | T   |          |
| OGC Gateway Project 3<br>Programme Implementation Plans (all Programmes)                                  | G0<br>Live document                    | SRO, PM<br>SRO, PM, Programme                     |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           | +++        |           |           |           |     |          |
| Programme issues logs (all Programmes)  | Live document                          | SRO, PM, Programme                                |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Programme risk registers (all Programmes)   | Live document                          | SRO, PM, Programme                                | 1                          | ITT               | HT      | HT I               | - TT   |            | - T        |          | $\Pi$      |                   | -TT       | ITT                            | HT         | H         | H          | $\Pi$     | Ŧ         | HT        | Ŧ   | +        |
| Benefits Realisation Plans (al Programmes)<br>Monitoring & Evaluation plans. (al Programmes)              | Live document<br>Live document         | SRO, PM, Programme<br>SRO, PM, Programme          | +                          |                   | +++     | +++                | +++  | +++        | ++         | +++      | ++         |                   | -++-      | +++                            | +++        | ++        |            | ++        | ++        | ++        | ++  | 1        |
| Audit   | •                                      |   | •                          | • • •             |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
|   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Programme Level   | 1                                      | Audit Committee - see audit                       |                            | TTT.              | TT      | TTT                | 111  | 111        | 11         | 111      | 111        | 111               |           | TTT                            | ПT         | 11        | пт         | 11        | 11        | П         | П   | 1        |
| Internal - Project Audit (s)  | Audit                                  | plan  | 1                          |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     | l        |
| External Wales Audit Office   | WAD                                    | Weish Government<br>Weish Government              | 1                          | 11                | ΗT      | ++ T               |  | HT         | ++         | ++T      | ++1        | $-\square$        | $+\Gamma$ | $\square$                      | $++\Gamma$ | $+\Gamma$ | ++7        | $+\Gamma$ | ++        | нĒ        | ΗĒ  | +        |
| External - Designed for Life - Building for Wales<br>Scrutiny   | LA Partners                            | Welsh Government<br>SRO. PM                       | 1                          | +++               | +++     | +++                | +++  |            | ++         | +++      | ++         |                   | ++        |                                | +++        | ++        | +++        |           | ++        | ++        | ++  | 4        |
| Project Level   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |
| Internal Audit<br>Enternal Audit  | Aufit<br>WAD                           | SRO, PM<br>SRO, PM                                | +                          | +++               | +++     | +++                |  | +++        | ++         | +++      | +++        | ++                | ++        | +++                            | +++        | ++        | +++        | ++        | ++        | ++        | ++  | 4        |
| External Audit<br>Scrutiny  | WAD<br>LA Partners                     | Les,  |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           | Ш         | Ш   | 1        |
|   |  |   |                            |                   |         |                    |  |            |            |          |            |                   |           |                                |            |           |            |           |           |           |     |          |

| tywel Dda University Health Board - A Healthier Mid and<br>Nest Wales Programme Business Case - Community |  |   |                            |                   |             |                  | Inte               | grated As         | surance      | & Approva          | ıl Plan           |            |                |          |                   |            |                    |                |             |          |
|---|--|---|----------------------------|-------------------|-------------|------------------|--------------------|-------------------|--------------|--------------------|-------------------|------------|----------------|----------|-------------------|------------|--------------------|----------------|-------------|----------|
| Assurance / Approval / Reporting  | Activity/Product                                       | Primary client                                    | Last review date           | Apr<br>May<br>Jun | 2021<br>5mg | 122<br>100 V 100 | Jan<br>Feb<br>Mar  | Apr<br>May<br>Jun | 202<br>5mg   | 223<br>Nov<br>Disc | Feb<br>Mar<br>Apr | Nay<br>Jun | 2024/25<br>5m/ | Dec      | Fab<br>Mar<br>Apr | yay<br>Jun | 200<br>5114<br>114 | 25/26<br>25/26 | Uan<br>Jan  | Comments |
| lovernance  |  |   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| rogramme Level  |  |   |                            |                   |             |                  | _                  |                   |              |                    |                   |            | _              | _        | _                 |            |                    |                |             |          |
| HB Board  | SBAR & Meetings  | SRO,PM  | Bi-monthly                 |                   | ×           | X.               | ×                  |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| xecutive Team   | SBAR & Meetings  | SRO,PM  |                            | ++T               | x           | дĘ               | $++\Gamma$         | LLE               | $\square$    |                    |                   | ЦГ         | ЦЦТ            |          | 11                | $\square$  |                    | 11             | ЦГ          | 11       |
| trategic Development and Operational Dalivery Committee   | SBAR & Meetings<br>SBAR & Meetings                     | SRO,PM<br>Director of Finance                     | Bi-monthly<br>Bi-monthly   |                   | ×           | *                | t X                | × ×               | +++          | +++                | $\vdash$          |            | +++            | ++       | ++                | ++         | ++                 | ++             | ++          | + +      |
| ustainable Resources Committee<br>apital, Estates and IM&T Sub-Committee                                  | SBAR & Meetings<br>SBAR & Presentations                | SRO, PM   | Bi-monthly<br>Bi-monthly   |                   | x x         | x                | xx                 | x                 | ×            |                    |                   |            |                | ++       |                   | ++         |                    |                | ++          | 11       |
| togramme Group  | Meetings   | SRO, PM   | Monthly                    |                   | x x         | x x x            | . x x x            | x x x             | x            |                    |                   |            |                |          |                   |            |                    |                |             |          |
|   | Meetings   | SRO, PM   |                            |                   | x x x       | x x x            | <b>κ χ χ</b> χ     | x x x             | x            |                    |                   |            |                | _        |                   |            |                    |                |             |          |
| inence and Workforce Workstream<br>ctivity Modelling Workstream   | Meatings<br>Meatings                                   | Workstream Lead                                   | Fortrightly<br>Fortrightly | +++               | XXX         | x x x            | x x x x<br>x x x x | xxx               | ×            |                    |                   |            |                |          |                   |            |                    |                |             |          |
| ctivity Modelling Workstream<br>ransport Workstream   | Meetings   | Workstream Lead                                   | Fortnohly                  | +++               | X X X       | XXX              | ( x x x            | x x x             | ×            |                    |                   |            |                |          |                   |            |                    |                |             |          |
| and Workstream  | Meetings   | Workstream Lead                                   | Monthly                    |                   | xxx         | x x y            | <b>x x x</b>       | x x x             | x            |                    |                   |            |                |          |                   |            |                    |                |             |          |
| ommunication and Engagement Workstream  | Meetings   | Workstream Lead                                   | Fortnichtly                |                   | x x x       | XXX              | кххх               | x x x             | x            |                    |                   |            |                |          |                   |            |                    |                |             |          |
| igital Workstream<br>reject Level   | Meetings   | Workstream Lead                                   | Monthly                    |                   | xxx         | XXX              | к х х х            | ххх               | x            |                    |                   |            |                |          |                   |            |                    |                |             |          |
| OMMUNITY SCHEMES  |  |   |                            |                   | -           |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| bervstwyth Health and Wellbeing Centre  | Project Group Established                              | Project SRO & Director                            |                            |                   |             | TT               | TTT                |                   |              | + + + -            |                   |            |                | TT       |                   |            | TT                 | П              |             | 11       |
| which Caron   | Project Group Established                              | Project SRO & Director                            |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| amarthen Hwb  | Project Group Established<br>Project Group Established | Project SRO & Director<br>Project SRO & Director  |                            | +++               |             | ++               |                    |                   | +++          |                    | $\square$         | $\square$  | $\square$      | ++       | ++                | ++         | ++                 |                | ++          | + +      |
| ross Hands Integrated Care Centre<br>ishouerd. Health and Wellbeing Centre                                | Project Group Established<br>Project Group Established | Project SHD & Director<br>Project SRD & Director  | 1 1                        | +++               | +++         | ++               | +++                |                   | +++          |                    |                   |            |                | ++       | -++               | ++         | ++                 | ++             | ++          | 11       |
| evland Integrated Primary & Community Development   | Project Group Established                              | Project SRO & Director                            |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| emaining Community Estates Schemes  | Meetings to be established                             | SRO, PM   |                            |                   |             |                  | ITT                |                   |              |                    |                   |            |                |          |                   | Ш          |                    |                |             |          |
| ssurance  |  |   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| rogramme Level  |  |   | _                          | _                 | _           | _                | _                  |                   | _            | _                  | _                 | _          | _              | -        | -                 |            |                    |                |             |          |
| niversity Health Board Approval:  |  |   |                            | <u> </u>          |             | <u> </u>         | 111                |                   |              |                    |                   |            |                | 11       |                   | 117        | 11                 | <u> </u>       |             | 11       |
| ctivity Modelling Sign off  | SBAR/Meeting   | Executive Team                                    | 1 1                        |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   | ++         |                    | 11             |             | 11       |
| unctional Content Sion off  | SBAR / Meeting   | Executive Team                                    |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
|   | SBAR / Meeting   | Executive Team                                    |                            |                   |             |                  |                    | HF                | $++ \square$ | ННГ                | НF                | HЕ         | ЦЦТ            | ++       | +E                | ++7        | ++                 | ++-            | $+ \square$ | ++       |
| quality and Health Impact Assessment<br>tegrated Impact Assessment  | Live document  | Programme Group & CI                              | I                          | +++               |             | ++               |                    | +++               | +++          | +++                | +++               | +++        | +++            | ++       | -++               | ++         | ++                 | ++             | ++          | 11       |
| tegrated impact Assessment<br>communication and Engagement Plan   | Live document  | Programme Group                                   | 1                          | +++               | +++         | ++               |                    |                   | +++          |                    | HH                |            | +++            | ++       | -++               | ++         | ++                 | ++             | ++          | 11       |
| togramme Business Case  | Document   | Hywel Dda Board                                   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| togramme Benefits Realisation Plan  | Live document  | SRO, PMO  |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    | 1 T            | T           | 11       |
| enefits Workshop  | TBC  |   |                            |                   |             |                  |                    | +++               | +++          | ++++               |                   |            | $\square$      | ++       | ++                | ++         | ++                 | ++             | ++          | ++       |
| trategic Outline Programme<br>trategic Outline Case   | TBC  |   | l – 1                      | +++               | +++         | ++               |                    | +++               | +++          | +++                | $\vdash$          |            | +++            | ++       | ++                | ++         | ++                 | ++             | ++          | + +      |
| tutine Business Case  | TBC  | Investment Decision Maker                         | 1                          | +++               | 11          |                  |                    | 111               |              |                    |                   |            |                | 11       | 11                | тĦ         | ++                 |                |             | 11       |
| ul Business Case  | TBC  | Investment Decision Maker                         |                            |                   |             | <u> </u>         |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| usiness Justification Case  | TBC  |   |                            | ++1               | ++1         | 44               |                    | HF                | $++\Gamma$   | $\square$          | $\square$         | ЦГ         | ЦЦΤ            | ++       | ЦĒ                | HП         | 11                 | ЦĒ             | НĒ          | 11       |
| felsh Government Approval:<br>reject Scoping Document   | Pre Programme Business Case                            | Weish Government                                  | l – I                      | +++               | +++         | ++               |                    |                   | +++          |                    | +++               |            | $\square$      | ++       | ++                | ++         | ++                 | ++             | ++          | ++       |
| toject Scoping Document<br>togramme Business Case   | Pre Programme Business Case<br>Live document           | Weish Government                                  | 1                          | +++               |             | ++               |                    |                   | +++          |                    | HH                |            | +++            | ++       | -++               | ++         | ++                 | ++             | ++          | 11       |
| trategic Outline Programme  | TBC  | Welsh Government                                  |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             | 11       |
| trategic Outline Case   | TBC  | Welsh Government                                  |                            |                   |             |                  |                    |                   |              |                    |                   | HT         |                | <b>H</b> | T                 | H          |                    | H              | H           | ++       |
| IBC Funding Application   | TBC  | Weish Government<br>Weish Government              | l – I                      | +++               |             | ++               |                    |                   | +++          |                    | +++               |            | $\square$      | ++       | ++                | ++         | ++                 | ++             | ++          | ++       |
| Iutine Business Case<br>ul Business Case  | TBC  | Weish Government                                  | 1 1                        |                   |             |                  |                    |                   | +++          | HH                 |                   |            | HH             | ++       | ++                | ++         | ++                 |                | ++          | 11       |
|   | TBC  | Welsh Government                                  |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| dependent Assurance   |  | Welsh Government                                  |                            | ++T               | ++1         | дĘ               |                    | LLE               | $\square$    |                    |                   | ЦГ         | ЦЦТ            |          | 11                | $\square$  |                    | 11             | ЦГ          | 11       |
| isk Potential Assessment (RPA1) and (RPA2)<br>eneltis Identification Workshop                             | RPA complete and submitted<br>Workshop                 | Assurance Hub within WG<br>Board/Welsh Government | l – I                      | +++               | +++         | ++               |                    |                   | +++          | ++++               | +++               |            | $\square$      | ++       | ++                | ++         | ++                 | ++             | ++          | ++       |
| enefits Identification Workshop<br>lateway Reviews  | workanop   |   | 1 1                        |                   |             |                  |                    |                   | +++          | HH                 |                   |            | HH             | ++       | ++                | ++         | ++                 |                | ++          | 11       |
| Strategic Assessment  |  | SRO/Welsh Government                              | 1 1                        |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   | ++         |                    | 11             |             | 11       |
| Business Justification  | -  | SRO/Welsh Government                              |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    | 1 T            | T           | 11       |
| Delvery Strategy  |  | SRO/Welsh Government<br>SRO/Welsh Government      | l                          | +++               | +++         | ++               |                    | +++               | +++          | +++                | $\vdash$          |            | +++            | ++       |                   | ++         | ++                 | $\vdash$       | ++          | + +      |
| Investment Decision<br>Readiness for Service  |  | SRO/Welsh Government<br>SRO/Welsh Government      | l – 1                      | +++               | +++         | ++               | +++                | +++               | +++          | +++                | $\vdash$          |            | +++            | ++       | ++                | ++         | ++                 | ++             | ++          | + +      |
| Operational Review and Benefits Realisation   |  | SRO/Welsh Government                              | 1                          | +++               | 11          |                  |                    | 111               |              |                    |                   |            |                | 11       | 11                | тĦ         | ++                 |                |             | 11       |
| AR  | -  | SRO/Welsh Government                              | Sep-21                     |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    | 1 T            | T           | 11       |
| toject Design and Construction Peer Review  |  | SRO/Welsh Government                              | l                          |                   |             |                  |                    | $\mapsto$         | +++          |                    | $\square$         | $\square$  | $\square$      | ++       | ++                | ++         | ++                 |                | ++          | + +      |
| chieving Excellence in Design Evaluation Tookit<br>tost Project Design and Construction Evaluation        |  | SRO/Welsh Government<br>SRO/Welsh Government      | 1 1                        | +++               |             | ++               |                    |                   | +++          |                    |                   |            |                | ++       | -++               | ++         | ++                 | ++             | ++          | 11       |
| enelits Realisation Workshop  |  | SRO/Welsh Government                              | 1 1                        |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                | 11          | 11       |
| unctional Assurance   |  |   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| en/ce   |  | SRO<br>Sustainable Resource                       |                            |                   |             | <u>+</u> F       |                    | HF                | $++ \square$ | ННГ                | НF                | HЕ         | ЦЦТ            | ++       | ΗĒ                | ++7        | ++                 | ++-            | $+ \square$ | ++       |
| inancial - Revenue and Capital  |  | Committee   | 1 1                        |                   |             |                  |                    | 1                 |              |                    |                   |            |                | 11       | 11                |            |                    | 11             |             | 11       |
| tperational - Clinical  |  | Strategic Advisory Group                          |                            |                   |             | <u> </u>         |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| berational - non clinical functional content  | Feedback on SHP documentation                          | Director of Estates & Deputy<br>Director of Ops   | Aug-21                     | 111               | 111         |                  |                    | 1                 |              |                    |                   |            |                | 11       | 11                |            |                    | 11             |             | 11       |
| sperational - non clinical functional content<br>activical  |  | SRO   | 1                          | +++               |             | ++               |                    |                   | +++          |                    | +++               |            | +++            | ++       | -++               | ++         | ++                 | + +            | ++          | 11       |
| achrical - Land   |  | Exec Team   | 1                          | +++               | 11          |                  | 111                | 111               |              |                    |                   |            |                | 11       | 11                | тĦ         | ++                 |                |             | 11       |
| kality  |  | SRO   |                            |                   |             | <u> </u>         |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| formation   |  | SRO   |                            | +++               | ++          | ++               |                    | +++               | +++          |                    |                   |            | $\square$      |          |                   | ++         | ++                 | $\square$      | ++          | 11       |
| ecurty<br>reject Level  |  | aro   |                            | ليبب              |             | يليكم            | 111                |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| IGC Gateway Process - Programme   | Programme Assessment Review (PAR)                      | SRO, PM   | 1 1                        | TT                | 111         | TT               | TTT                | TT                | TTT          | TTT.               | TTT.              |            | TTT            | TT       | 11                | TT T       | TT                 | TT             | TT          | 11       |
| IGC Gateway Process Project 1   | G0   | SRO, PM   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| GC Gateway Process Project 2  | G0   | SRO, PM   |                            | ++T               | ++7         | њĘ               |                    |                   | $++ \Box$    | +++                | HIT               | HЕ         | ЦЦŢ            | ++-      | $+\Gamma$         | HЛ         | <u> </u>           | нE             | ЧĒ          | + +      |
| GC Gateway Project 3<br>rogramme (implementation Plans (all Programmes)                                   | G0<br>Live document                                    | SRO, PM<br>SRO, PM, Programme                     | I                          |                   |             |                  |                    | +++               | +++          | +++                | +++               | +++        | +++            | ++       |                   | ++         | ++                 | ++             | ++          | 11       |
| rogramme Implementation Plans (all Programmes)<br>rogramme issues logs (all Programmes)                   | Live document  | SRO, PM, Programme<br>SRO, PM, Programme          | 1                          | +++               | +++         | ++               | +++                |                   | +++          |                    | +++               |            | +++            | ++       | -++               | ++         | ++                 | + +            | ++          | 11       |
| rogramme issues logi (all Programmes)<br>rogramme risk registers. (all Programmes)                        | Live document  | SRO, PM, Programme                                | 1                          | +++               | 11          |                  | 111                | 111               |              |                    |                   |            |                | 11       | 11                | тĦ         | ++                 |                |             | 11       |
| enefits Realisation Plans (all Programmes)  | Live document  | SRO, PM, Programme                                |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| fonitoring & Evaluation plans (all Programmes)  | Live document  | SRO, PM, Programme                                |                            |                   | LЦ          | عك               |                    |                   |              |                    |                   |            | шп             |          |                   | Ц          |                    | 11             |             | 11       |
| uđit  |  |   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| rogramme Level  |  |   |                            | _                 | _           | _                | _                  | -                 | _            | _                  | _                 | _          | -              | _        | _                 |            | _                  | -              | _           |          |
|   |  | Audit Committee - see audit                       | 1 1                        | TT                | TT          | TT               | TTT                | TTT.              | TTT          | TTT T              | TTT T             |            |                | TT       | 11                | TT         | TT                 | П              | TT          | 11       |
| ternal - Project Audit (s)  | Audit  | plan  |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             | 11       |
| internal Wales Audit Office   | CAW  | Weish Government                                  |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             | 11       |
|   |  | Weish Government<br>SRO. PM                       |                            | ++T               | ++7         | њĘ               |                    |                   | $++ \Box$    |                    | HIT               | HЕ         | $\square$      | ++-      | $+\Gamma$         | HЛ         |                    | нE             | ЧĒ          | + +      |
| Internal - Designed for Life - Building for Wales   |  |   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                | 1 1      | 1.1               |            |                    |                |             | 1.1      |
| internal - Designed for Life - Building for Wales<br>crutiny  | LA Partners  | SRO, PM   | · · · · ·                  |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |
| internal - Designed for Life - Building for Wales<br>crutiny<br>roject Level                              | LA Partners  | SRO, PM<br>SRO, PM                                |                            |                   |             |                  |                    |                   |              |                    |                   |            |                | 11       |                   |            |                    |                |             |          |
| nermal - Designed for Like - Building for Wales<br>enuiny<br>sermal Audit<br>sermal Audit                 |  |   |                            |                   |             |                  |                    |                   |              |                    |                   |            |                |          |                   |            |                    |                |             |          |