



Swansea Bay City Region Joint Committee - 11 April 2024

Change Control Procedure & Thresholds

Purpose:	To inform Joint Committee of the proposed Change Control Thresholds for the reporting and approval of Change requirements of the associated programmes and projects within the SBCD and share revised Change Control procedure as at Appendix A.
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that Joint Committee: <ol style="list-style-type: none"> Supports and approves the proposed Change Control Thresholds set out in Table 1 below:
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Legal Officer:	Debbie Smith (SBCD Deputy Monitoring Officer)

1. Background

- 1.1 The SBCD Change Management Procedure is part of the SBCD Portfolio Business Case. Version 1 of the process was endorsed by Programme (Portfolio) Board in January 2021 and approved by Joint Committee in February 2021.
- 1.2 The Change Control Procedure details the potential impacts and benefits for stakeholders, how stakeholders will be engaged to understand the impact (positive or negative) of the change and how the changes will be communicated, implemented and managed.
- 1.3 The Change Control procedure is owned by the Programme (Portfolio) Board and highlights the changes that result from projects and programmes at project, programme and portfolio level.
- 1.4 The process for change management covers all aspects of change that will have an impact to any deliverables, objectives and benefits agreed as part of the

approval process undertaken for all aspects of the Projects, Programmes or the Portfolio.

2. Change Thresholds

- 2.1 As a result of the Internal Audit conducted in 2022/23, one of the recommendations was to introduce baseline thresholds for change notifications / requests which would enable a consistent approach across all Programmes/Projects and support the PoMO in gathering the necessary Programme/Project intelligence data.
- 2.2 The PoMO have carried out a review of the Change Control process attached at Appendix A and have in consultation with the SBCD Sec151 Officer defined thresholds for change notifications and requests. Programme (Portfolio) Board have endorsed the proposed thresholds and the PoMO now seek approval from Joint Committee to implement. These thresholds have been endorsed by SBCD Programme (Portfolio) Board on 26th Marh 2024.
- 2.3 Change is likely to affect at least one of the following categories as aligned in the Impact Table below:
- **Cost:** Impact the total cost or finance;
 - **Time:** Impact the completion of delivery of output(s)/ key milestones;
 - **Quality:** Impact the quality outlined within the business case for the specified Project/Programme;
 - **Benefits:** Impact the benefits outlined within the business case for the specified Project/Programme;
 - **Portfolio objectives:** Impact the Portfolio objectives including GVA, jobs created or inward investment.
- 2.4 Any changes resulting in a variance in these areas must follow the change control process, it is important to note that changes can be both positive and negative.
- 2.5 Variation to project delivery could include introduction of a new or termination of existing project, or enhancement/reduction to existing project defined in the business case

Table 1: SBCD Change Thresholds

1.	Financial/Cost	<ul style="list-style-type: none"> • Variation* in cost by +/- £1m; or • 10% variation* to project element cost
2.	Time	<ul style="list-style-type: none"> • +/- 3 months variation* to the completion of a key output or milestone of a project
3.	Quality	<ul style="list-style-type: none"> • Change to scope that affect 1+ of the other thresholds e.g. fabrication, location, purpose of delivery, sustainability (BREAAAM status), etc • Variation to defined project constraints*
4.	Benefits	<ul style="list-style-type: none"> • Removal or additional of a planned benefit • +/- 10% variation of defined quantifiable benefits*
5.	Portfolio objectives	<ul style="list-style-type: none"> • +/- 10% variation in the contribution to Portfolio level jobs created, investment or economic impact*

*Variation should incorporate changes that are either absolute at a point in time or incremental over time

3. Financial Implications

- 3.1 This procedure outlines protocol for the amendment to the scope and/or objectives of programmes within the Swansea Bay City Deal portfolio. Financial implications could arise in the form of clawback or reduced funding should Portfolio objectives change or fail to be achieved. However, this procedure's purpose is to manage these objectives engaging with UK and Welsh Government to ensure there is a robust process to control any amendment or change to portfolio objectives to reduce or mitigate financial risk.
- 3.2 Welsh government has acknowledged that the portfolio scope and objectives will change overtime.

4. Legal Implications

- 4.1 There are no legal implications associated with this report.

Background Papers: None

Appendices:

Appendix A: SBCD Draft Change Control Procedure