



Swansea Bay City Region Joint Committee - 11 February 2021

Swansea Bay City Deal Change Control Procedure

Purpose:	To propose a fit for purpose Change Control Procedure for the reporting and approval of Change requirements of the associated programmes and projects within the SBCD
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Recommendation(s):	It is recommended that the Joint Committee: <ol style="list-style-type: none"> 1) Approves in principle the Change Control Procedure at Appendix A. 2) Delegates to the Portfolio Office Director/S.151 Officer authority to make any further amendments to the Procedure
Report Author:	Phil Ryder (Portfolio Office Manager)
Finance Officer:	Chris Moore, Section 151 Officer, SBCD
Legal Officer:	Tracey Meredith, Monitoring Officer, SBCD

1. Introduction

The SBCD is an unprecedented investment in the Swansea Bay City Region, which has the power to significantly boost regional economic prosperity. Change is an inevitable element of programme and project delivery and as outlined within the approved Portfolio Business Case a suitable Change Management Strategy has been devised.

2. Background

The SBCD Change Management Strategy is part of the SBCD Portfolio Business Case.

The Swansea Bay City Deal is a Portfolio made up of 9 programmes / projects with delivery across South West Wales by 8 Key Stakeholders, Delivery Partners and Lead Authorities with a projected investment of between £1.15bn and £1.3bn.

Due to the nature of Projects and Programmes there will inevitably be a need for change thus providing the requirement for a change control process.

The Association for Project Management defines change control as “*the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred.*”

The Change Control Process will detail 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.

Threshold limits will be developed in consultation with and approved by Programme (Portfolio) Board, will be based on evidence of existing programmes / projects in delivery within the SBCD Portfolio and will be intrinsic to the application of the change control procedure

The change control strategy and plan will be owned by the Portfolio Board and will highlight the changes that result from projects and programmes at project, programme and portfolio level.

The process for change management is outlined below and 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.

The change is likely to affect at least one of the following categories:

- Impact the total cost;
- Consequential impact on funding
- Impact the completion of delivery of output(s)/ key milestones;
- Impact the quality outlined within the business case for the specified Project/Programme
- Impact the benefits outlined within the business case for the specified Project/Programme;
- Impact the GVA, jobs created or inward investment.

Any changes resulting in a variance in these areas must follow this change control process, it is important to note that changes can be both positive and negative.

3. Financial Implications

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.

Welsh government has acknowledged that the portfolio scope and objectives will change overtime and this report will be forwarded on to them to support any change to the portfolio.

4. Legal Implications

Any implementation of a change control process will need to align with funding agreements.

Background Papers: None

Appendices:

Appendix A: SBCD Draft Change Control Procedure

Appendix B: SBCD Draft Change Control Flow Diagram