

**AYRSHIRE ECONOMIC PARTNERSHIP****BOARD MEETING – 8 DECEMBER 2022****REPORT BY HEAD OF ECONOMIC GROWTH: EAST AYRSHIRE COUNCIL**

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**SUBJECT: AYRSHIRE GROWTH DEAL – GOVERNANCE  
DOCUMENT UPDATE**

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**PURPOSE OF REPORT**

1. To advise the Economic Partnership Board members on the proposed changes to the Ayrshire Growth Deal Governance Document (Appendix 2).
2. To explain the reasons for the current changes and highlight potential further changes to the Ayrshire Growth Deal (AGD) Governance Document.
3. Highlight the proposed changes currently seeking approval and which will form part of the suite of Deal documents that will frame future management of the AGD.

**RECOMMENDATIONS**

4. Agree the content of the report and recommend approval to the AEJC:
  - (i) On the revised Governance Document and its status as set out in Appendix 1;

**BACKGROUND**

5. The Governance Document is subject to regular review to take account changes in management processes and the outcomes of the AGD internal annual audit as undertaken. The current recommendations for changes to the Governance Document are reflective of these drivers and are considered necessary to implement at this stage.
6. A draft revised version of an updated Governance Document was presented to members on 24 May 2021. This was supported but since then further revisions have been identified. These are principally from the latest internal audit of the AGD undertaken as submitted by the Chief Auditor (EAC as the AGD accountable body) on the 26 September 2022 (ref: RA/21/101012&103016; AGD: Advisory & Assurance; 23<sup>rd</sup> August 2022).
7. Once approval is provided by the Economic Joint Committee then the attached updated Governance Document will be used to manage the AGD.
8. A further review of the Governance Document is expected to be underway in Spring 2023, following the approval of the Ayrshire Regional Economic Strategy and its implications for the governance of the AGD and role of the PMO. Approval from the Economic Joint Committee will be sought for any future changes following consultation with the preceding Economic Partnership Board.

## KEY POINTS

9. Currently the principal changes to the existing Governance Document (v14) relate to the following:
  - (i) Changes to the formatting and the standardising of the terms used. For example Version 14's "AGD Joint Committee", "EJC", and "Ayrshire Regional Economic Joint Committee" are now replaced by "AEJC". These amendments have no editorial significance.
10. Substantive proposed changes include:
  - (i) Capturing of new relationships.
  - (ii) Further details on the practical activities which need to be undertaken by the Programme Management Office (PMO) such as clarifying the roles and responsibilities.
  - (iii) Clarification on the form and content of assurance to be provided by Partner Authorities to the PMO, so that the latter can meet the requirements of the Scottish and UK Governments on regular and comprehensive updates on budget expenditure and forecasts.
11. Detailed paragraph by paragraph analysis is provided in Appendix 1 followed by a copy of the revised Governance Document v15 in Appendix 2.
12. The revised Governance Document takes account of the proposed change management process highlighted by the internal audit report and reflective of Government guidance.
13. The proposed revisions have been shared the AGD internal review and with the UK and Scottish Government colleagues for comment and approval.

## LEGAL IMPLICATIONS

14. The legal implications arising from this report are covered through Governance Document detailed within Appendix 2.

## HUMAN RESOURCES IMPLICATIONS

15. There are no human resource implications arising from this report.

## FINANCIAL IMPLICATIONS

16. There are no financial implications arising from this report.

## EQUALITY IMPACT ASSESSMENT

17. There are no equality impact implications from this report. The process of undertaking an Equality Impact Assessment for each project and being append to the associated business case has not been affected.

## APPENDICES

Appendix 1: Summary of Headline Changes to the AGD Governance Document (between existing v14 and proposed v15)

## Appendix 2: Final Draft of the Updated Governance Document v15

**Background Papers:**

[Heads of Terms](#), signed by both the UK and Scottish Governments and Ayrshire's Councils on 8 March 2019

[Deal Document](#), signed by both the UK and Scottish Governments and Ayrshire's Councils on 19 November 2020

Economic Joint Committee – AGD Governance Document Update – May 2021  
[Ayrshire Growth Deal - Programme Update - Ayrshire Growth Deal - Programme Update.pdf \(east-ayrshire.gov.uk\)](#)

Economic Joint Committee - AGD Annual Internal Audit Report – September 2022  
[AGD Internal Audit Annual Report 2021-22 - AGD Internal Audit Annual Report 2021-22.pdf \(east-ayrshire.gov.uk\)](#)

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**APPENDIX 1**

Summary of Headline Changes to the AGD Governance Document  
(between existing v14 and proposed v15)

Below is a summary of the headline changes made to the Governance Guidance. As noted the source of change are provided.

Paragraph reference	Description of change	Source
1.3	New relationships have been established with the Scottish Futures Trust, University of Stirling, Clyde Marine Planning Partnership and Visit Scotland.	PMO
2.3	Responsibility of AEJC and Ayrshire Regional Economic Partnership (AREP) to review and approve the AGD Annual Performance Report now specified.	Internal Audit Rec 1
2.4-50	Within the section, "Roles and Responsibilities", sub-headings for "the Accountable Body", "Partner Authorities" and "Programme Management Office" have been removed, in order to create a single set of arrangements applicable to all parties to the Deal. This is appropriate since many "Accountable Body" duties require active input from Partner Authorities; and the PMO can only function effectively if East Ayrshire Council services provide "Partner Authority"-style support.	Internal Audit Rec 1
2.30-32	The changes proposed clarify that with regard to the financial and performance information provided by each Partner Authority to the PMO, assurance will be placed on declarations given by the Section 95 Officer for that Authority. These submissions will be subject to the Internal Audit arrangements within the Partner Authority.	Internal Audit Rec 1
2.36	Version 14 obliged Partner Authorities to provide, "quarterly updates on the progress of each approved Project"; Version 15, in order to satisfy the Scottish and UK Government, proposes this be amended to: "monthly and quarterly financial spend updates, and projections for the remainder of the financial year, as well as updates on the progress of each approved Project".	PMO
2.37	New obligation on Partner Authorities: "the Partner Authorities will provide the PMO with a bi-annual financial forecast detailing the projected expenditure by project for the remaining term of the overall programme".	PMO
2.38	New obligation on Partner Authorities: "The Partner Authorities will require to gain and provide assurance to the PMO that all relevant internal approvals have been obtained in terms of all project grant claims, all government financial and performance reporting requirements, as well as all versions of the business cases (Strategic, Outline, Full and Final), before being submitted to the PMO for assessment".	Internal Audit Rec 1
2.47-8, 2.51 and 2.57	Much more detail is provided on the role of the PMO, in supporting the AEJC; and on its dependency on the Partner Authorities (including East Ayrshire Council services), to provide support in the form of accurate,	Internal Audit Rec 2

	comprehensive and timely information on Deal progress and finances.	
2.58 onward	No substantive changes in the Governance Document are proposed (i.e., section on “Managing Change”, explanatory diagram, and series of Appendices).	n/a

**APPENDIX 2**

Final Draft Ayrshire Growth  
Deal Governance Document  
v15 December 2022

# AYRSHIRE GROWTH DEAL GOVERNANCE DOCUMENT v15 – December 2022





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# 1. AYRSHIRE GROWTH DEAL – GOVERNANCE DOCUMENT

- 1.1** This document sets out the governance arrangements which have been agreed for the Ayrshire Growth Deal (AGD). The governance arrangements will enable sound decisions to be taken in an open, inclusive and transparent way.
- 1.2** The partners involved in the AGD are the Scottish Government, the UK Government, East Ayrshire Council, North Ayrshire Council and South Ayrshire Council. East Ayrshire Council will be the Accountable Body for the Deal. East Ayrshire Council will provide the link for all other regional partners involved in the AGD including North Ayrshire and South Ayrshire Councils.
- 1.3** Other regional partners include Scottish Enterprise, Skills Development Scotland, Scottish Futures Trust, Ayrshire College, University of Strathclyde, University of Glasgow, University of the West of Scotland, University of Stirling, Glasgow Prestwick Airport, Peel Holdings, HALO Kilmarnock Ltd, Clyde Marine Planning Partnership, NPL Estates Ltd, Visit Scotland and Transport Scotland together with the third sector and Ayrshire’s business and resident communities.
- 1.4** This Governance Document sets out decision making structures, memberships, roles and responsibilities and how key processes will be managed to ensure accountability, probity, transparency, compliance and value for money. The governance arrangements outlined within this document will be reviewed regularly to ensure that they remain fit for purpose as the deal progresses.
- 1.5** The partnership approach to governance will promote:
- Openness of decision making focused on clearly defined outcomes underpinned by sustainable economic, social and environmental benefits;
  - Management of risks and performance through robust internal control and strong financial management; and
  - Transparent reporting.
- 1.6** The partners believe that over the next 10 years, more than £300 million will be unlocked by the deal investment, aiming to deliver around 7,000 new jobs across a wide range of sectors in the Ayrshire region.

## 2. AYRSHIRE GROWTH DEAL – GOVERNANCE ARRANGEMENTS

- 2.1 In 2018, the Ayrshire Councils agreed to implement a new governance structure to oversee the delivery of the Ayrshire Growth Deal and to promote the main drivers for the Ayrshire Regional Economic Partnership, namely:
- to promote and deliver regional economic and inclusive growth on an Ayrshire-wide basis, in line with the Scottish Government's aim of having a Regional Economic Partnership for every region of Scotland;
  - to provide the robust shared governance which will enable the Scottish and UK Governments and other funding sources to dispense monies on an Ayrshire basis;
  - to encourage the meaningful involvement of private sector partners as well as the public sector; and
  - to recognise that the funding element is being delivered through Councils, and consequently democratic accountability will be required for key investment decisions.
- 2.2 The structure should be as simple as possible, but be capable of adaptation as required. What has been implemented is a structure which has a new Joint Committee with ultimate control over key strategic and investment decisions. This comprises of Councillors from the three authorities with some representation (less than one third, in line with legislative requirements) from partners and business. Below this sits the Ayrshire Regional Economic Partnership which will progress the day-to-day business of both the Regional Economic Partnership and Growth Deal. The Regional Economic Partnership comprises members from the Joint Committee, as well as more extensive representation from other sectors.
- 2.3 The membership, remits and powers of both the Ayrshire Economic Joint Committee (AJEC) and the Ayrshire Regional Economic Partnership (AREP) are set out in Appendices A and B. Standing Orders for their meetings are set out in Appendix C. Key components of this are:
- The AEJC comprises thirteen members in total, three from each Council, one from Scottish Enterprise (SE), one from Skills Development Scotland (SDS), one from the business sector and one from the education sector. The local authority Chair will rotate on an annual basis. Its core functions are:

- to approve the Ayrshire Economic Strategy (AES);
  - to make recommendations to the UK and Scottish Governments, the Ayrshire Councils, public sector partners and business to promote collaborative working and to ensure their priorities, policies and service delivery are aligned with the AES and the AGD;
  - to approve major funding decisions including approval of the Business Cases for AGD projects;
  - to approve the AGD Annual Performance Report;
  - to approve the AGD Benefits Realisation Plan;
  - to approve major change requests;
  - to receive reports on the effectiveness of the implementation of the AES and the AGD and to identify potential improvements and make recommendations to the Constituent Authorities; to make recommendations to the Constituent Authorities in respect of the AGD funding arrangements;
  - to make recommendations to the Constituent Authorities on the setting of budgets for the AGD;
  - to approve operational expenditure within agreed AEJC budgets allocated by the Constituent Authorities in order to further the aims of the AGD.
- Notwithstanding the terms of the Standing Orders and Meetings arrangements within Appendix A, the AEJC will meet quarterly to align with the financial reporting, approvals drawdowns and in keeping with the Grant Offer Letter. Special meetings of the AEJC will be arranged at short notice if decisions require to be taken quickly or indeed during the period between scheduled meetings.
  - The AREP comprises three representatives from each Council, three representatives of the business sector, three representatives of the Higher or Further Education sector and one representative from each of Scottish Enterprise, Highlands and Islands Enterprise (HIE), Skills Development Scotland, and Visit Scotland. There is also provision to co-opt an additional three members either from other organisations or on the basis of experience or skills. In legal terms this has to be a sub-committee as it comprises more than one-third membership who are not councillors. The AREP (sub-committee) will have delegated powers, but major strategic and funding decisions will require to be

remitted for approval to the AEJC. The functions of the AREP are:

- to oversee the development of the AES and to make recommendations to the AEJC regarding its approval;
- to provide strategic oversight for the delivery of the strategic priorities and actions contained within the AES and any Action Plan forming part of such Strategy;
- to drive forward the growth of the Ayrshire economy;
- to prioritise inclusive growth and report on progress made annually in AGD Benefits Realisation Plan in line with the Scottish Government's Inclusive Growth Monitoring Framework;
- to drive increased collaboration and partnership between the Ayrshire Councils, the Scottish and UK Governments and their agencies and the private sector, focussed towards delivery of the Ayrshire economic priorities;
- to make recommendations to the AEJC, the Ayrshire Councils, public sector partners and business to promote collaborative working and to ensure their priorities, policies and service delivery are aligned with the AES and the AGD;
- undertake periodic reviews of the AES and any Action Plan forming part of the Strategy to ensure that it is consistent with the emerging ambitions of Ayrshire and collaboration with partners;
- to oversee the development of the business cases of individual AGD projects and to make recommendations to the AEJC regarding their approval;
- to oversee implementation of the AES and the AGD, to monitor performance of the Programme Management Office (PMO), to identify potential improvements and to make recommendations to the PMO or AEJC;
- to make recommendations to the AEJC in respect of the AGD funding arrangements;
- to ensure that an effective monitoring and evaluation framework is in place at both a project and programme level, and that each Member Authority is delivering upon its requirements;

- to provide strategic direction and manage the input of any Thematic or other Working Groups (see 2.59).
- Notwithstanding the terms of the Standing Orders and Meetings arrangements within Appendix B, the AREP will meet quarterly to align with the requirements of financial reporting, approvals, drawdowns and in keeping with the Grant Offer Letter. Special meetings of the AREP will be arranged at short notice if decisions require to be taken quickly or indeed during the period between scheduled meetings.

## **ROLES AND RESPONSIBILITIES**

- 2.4 The Accountable Body (East Ayrshire Council) carries out certain legal and regulatory functions on behalf of the AEJC and AREP as instructed by them, where the AEJC and AREP do not have the requisite legal status or competence.
- 2.5 The Accountable Body has established and hosts a Programme Management Office (PMO) and has appointed a Strategic Manager to oversee its budget and duties.
- 2.6 The Accountable Body provides support services as the Strategic Manager may reasonably require to discharge their duties on behalf of the Accountable Body which may include financial, legal, audit and other professional or technical services. Each Partner Authority shall provide the appropriate level of support services to fulfil their obligations to the Accountable Body.
- 2.7 The Accountable Body will analyse and provide reports on progress to the AREP, AEJC, the UK and Scottish Governments and the Chief Executives' Group or provide any other reports or updates as required by these groups.
- 2.8 The Accountable Body shall allocate and account for distribution of AGD grant income to all partners. It will enter into any grant agreements on behalf of the AEJC and AREP, hold the AGD grant funding and make disbursements to Partner Authorities, Third Parties and other bodies as appropriate, all in accordance with the approved governance arrangements.
- 2.9 It will account for these funds under a separately identified budget line to ensure transparency and clarity, and will report to the Scottish and UK Governments as required in accordance with the Grant Offer Letter.
- 2.10 The Accountable Body and Partner Authorities will ensure compliance with confidentiality and data protection regulations in relation to the AGD Programme.

- 2.11 The Accountable Body will ensure that grant funds are disbursed legally and appropriately and, with Partner Authorities, will have the appropriate and proportionate control systems in place to prevent relevant employees breaching the Bribery Act 2010 in relation to AGD funds and to prevent fraudulent activity.
- 2.12 Partner Authorities will refund all amounts identified by the Accountable Body and/or funders to be ineligible.
- 2.13 In the event of the Accountable Body becoming aware of, or suspecting any irregular or fraudulent activity that may have any impact on the Project/Programme or the use of the AGD grant, or any part of it, the Accountable Body shall immediately set out a fact-finding exercise, investigate as required and, in accordance with the conditions of the Grant Offer Letter, notify the Scottish Ministers of any confirmed activity. Partner Authorities must report all cases to the Accountable Body as soon as they become aware of suspected or actual irregular or fraudulent activity and must participate fully in any fact-finding or investigation.
- 2.14 The Accountable Body will ensure that such financial statements or relevant disclosure requirements as are required in accordance with legislation (The Local Authority Accounts (Scotland) Regulations 2014) and proper accounting practices (section 12 of the Local Government in Scotland Act 2003) are prepared for the AEJC and AREP. Where these form part of the wider statutory reporting requirements of the Partner Authorities appropriate summary financial information will be consolidated and reported to the AEJC and AREP.
- 2.15 All partners will ensure that grant funds are used appropriately and demonstrate Best Value.
- 2.16 The Accountable Body's Chief Auditor will be appointed as Chief Auditor for the AGD to coordinate Internal Audit activity.
- 2.17 Each partner will be responsible for allocating Internal Audit resources as required for local AGD activities. The Accountable Body's Internal Audit section will reserve the right to review programme and project activities as required and request information from all partners regarding these activities.
- 2.18 Each year a consolidated Internal Audit Plan will be presented to the AEJC and AREP having been prepared following:
- consultation with relevant senior officers of the AGD PMO;
  - consideration of the risks affecting the AGD at programme and project level;
  - consideration of both internal and external factors affecting the AGD;
  - consideration of previous internal and external audit findings;

- consideration of all of these elements which will inform Public Sector Internal Audit Standards (PSIAS) based risk assessments carried out locally by the Accountable Body and Partner Authorities; and
- any relevant items subsequently included in local Internal Audit plans approved by each partner's audit committee in line with PSIAS obligations will be reflected in the consolidated AGD Internal Audit Plan.

- 2.19 All AGD Internal Audit work will be carried out in line with the PSIAS with individual Internal Audit assignment reports presented to the AEJC and AREP for noting.
- 2.20 The relevant annual Internal Audit Report will be submitted to both UK and Scottish Governments upon completion. The AEJC and AREP will be advised of the overall outcomes from Internal Audit work in an annual Internal Audit Report the timing of which is anticipated to align with the annual accounts timetable and will be reported to the AEJC and AREP for noting in line with PSIAS requirements. The Annual Internal Audit Report will include a summary of AGD internal audit work in year by all partners, an annual opinion for the AGD and for further assurance will also include the authority-wide Annual Internal Audit opinions prepared by each partner.
- 2.21 Actions arising from Internal Audits will be followed up by the relevant Internal Audit team in line with established arrangements in that authority and these follow-up reports will be presented to the AEJC and AREP for noting.
- 2.22 Further audit, advisory consultancy or investigative work may be requested by the AEJC and AREP.
- 2.23 The Accountable Body's Chief Auditor will liaise with partner Chief Auditors through established arrangements.
- 2.24 Partner Authorities play a key role in supporting the delivery of the overall Programme through a range of activities including: delivering their Approved Projects; participating in all Support Group (see 2.49) activities and work plans; designing and delivering Programme-wide approaches and strategies (such as the AES and the Inclusive Growth Action Plan); identifying and sharing best practice; identifying and collaborating on joint working opportunities.
- 2.25 Partner Authorities shall develop H M Treasury Green Book compliant Business Cases and deliver Approved Projects in accordance with: their Approved Project Business Case; the terms of the grant agreement entered into with the Accountable Body; and all Programme management requirements.
- 2.26 The annual Grant Offer Letter will outline the reporting and governance requirements for the partners.
- 2.27 Any grant agreement entered into by a Partner Authority shall be subject to that Authority's contract standing orders



and financial regulations.

- 2.28 Partner Authorities are responsible for ensuring the realisation of project benefits as agreed by AEJC and AREP and as a condition of the grant agreement.
- 2.29 Partner Authorities are required to provide a statement of compliance with the Conditions of Grant as set out in the grant letter. This will be evidenced in the certification of the final capital return made to the Scottish Government by each Partner Authority's Section 95 Officer. AGD Project income and expenditure, which is accounted for within Partner Authorities' own accounts, will be subject to audit by an individual authority's own external auditors.
- 2.30 For the avoidance of doubt, for every financial claim to be submitted by the Accountable Body, each Partner Authority must retain a full original audit trail supporting a certification by their Section 95 Officer of the eligible funds disbursed in a format determined by the Accountable Body. The Section 95 Officer in each Partner Authority will be responsible for ensuring the integrity and retention of the audit trail. If in the event that a Partner Authority, which is not a Local Authority, should be appointed as a project lead, then separate arrangements will be made with regard to the audit trail.
- 2.31 In each Partner Authority, in line with the Grant Offer Letter obligations:
- the audit trail must consist of adequate and proper records and books of account, recording all receipts and expenditure of monies paid to it by the Accountable Body on behalf of the Scottish Ministers by way of the Grant;
  - each Partner Authority shall afford the Accountable Body (including the PMO), the Scottish and UK Government Ministers, their representatives, the Auditor General for Scotland, his/her representatives and such other persons as the Scottish and UK Ministers may reasonably specify from time to time, such access to those records and books of account as may be required by them at any reasonable time in response to a written request, giving reasonable notice, for such access from the person seeking it. The Partner Authority shall provide such reasonable assistance and explanation as the person carrying out the inspection may from time to time require; and
  - *each Partner Authority shall keep and maintain the original audit trail for the period of the agreed Programme or 6 years post completion of individual projects, whichever is the latest.*
- 2.32 In each Partner Authority the audit trails will be considered for inclusion in annual AGD Internal Audit plans.

- 2.33 Partner Authorities will require to follow claims procedures put in place by each Partner Authority's Section 95 Officer. The procedures will include all additional checks and requirements as appropriate.
- 2.34 Partner Authorities will be required to provide all information as required by the PMO (details of all reporting requirements are set out in the next section of this paper).
- 2.35 Partner Authorities will make their own arrangements for reporting on Projects internally within their own organisations and for approving these internal reports prior to the onward submission of information to the PMO. These internal governance structures will be documented within Project Business Cases.
- 2.36 The Partner Authorities shall provide the PMO with monthly and quarterly financial spend updates, and projections for the remainder of the financial year, as well as updates on the progress of each Approved Project.
- 2.37 The Partner Authorities will provide the PMO with a bi-annual financial forecast detailing the projected expenditure by project for the remaining term of the overall programme.
- 2.38 The Partner Authorities will require to gain and provide assurance to the PMO that all relevant internal approvals have been obtained in terms of all project grant claims, all government financial and performance reporting requirements, as well as all versions of the business cases (Strategic, Outline, Full and Final), before being submitted to the PMO for assessment.
- 2.39 The PMO reserves the right to request copies of individual Project Status Reports, as required. Partner Authorities' Project governance arrangements may be reviewed by the PMO to ensure compliance with the requirements of funders.
- 2.40 This monitoring information will be presented to the AEJC and AREP by the PMO in the Programme Status Report, including advising on progress, benefits realisation, any slippage and risks in relation to any specific Projects and seeking approval for any amendments/change controls. Any concerns which the AEJC and AREP may have will be notified to the relevant Member Authority via the Chief Executives' Group.
- 2.41 Partner Authorities will work with relevant working groups (see 2.49) to assist with the realisation and maximisation of relevant project benefits where required.
- 2.42 Partner Authorities will work with the Equalities and Human Rights Commission and others to explore opportunities to maximise the impact of the Deal to deliver inclusive growth.

- 2.43 Third Parties are organisations, other than Partner Authorities, which receive a grant from the Accountable Body to deliver Approved Projects as part of the Programme as agreed by the AEJC and AREP.
- 2.44 Third Parties will also comply with the same conditions as Partner Authorities as set out above.
- 2.47 All AGD projects will be monitored by, scrutinised by, and accountable to, the Programme Management Office (PMO), which will ensure compliance with government reporting requirements; and intervention, as required, to ensure that projects remain on track and that partners can comply with the terms of their grant agreements.
- 2.48 A permanent staffing structure is in place within the PMO for the AGD and the team is tasked to:
- work in collaboration with AGD project leads in consultation with both governments to develop an AGD Monitoring and Evaluation Framework;
  - manage the benefits realisation of the AGD programme, including developing the benefits management framework;
  - monitor, review and update annually the AGD Implementation Plan and Benefits Realisation Plan;
  - analyse and report on actual and projected financial spend and the impact of the delivery of AGD projects and the overall AGD, as well as reporting on the delivery of wider economic benefits agreed in business cases and grant awards, in accordance with commitments made to the UK and Scottish Governments. This reporting will be on a monthly, quarterly and annual basis and will require input from project leads;
  - on receipt of quarterly grant claims and assurance that all relevant internal approvals have been obtained (see 2.31), will submit overall AGD programme grant claim quarterly in arrears to Scottish Government in accordance with the terms and conditions set out in the Grant Offer Letter;
  - work in collaboration with AGD project leads to prepare a financial forecast detailing the projected expenditure by project. This forecast will be updated bi-annually for the remaining term of the overall programme;
  - monitor the programme risk register and escalate any issues as they arise, reporting on risk to each AEJC and AREP meeting;
  - prepare regular consolidated monitoring statements for consideration by the AEJC and AREP;

- disburse the AGD grant in accordance with the terms and conditions set out in the Grant Offer Letter;
- produce an Annual Performance Report using the monitoring information collated through the above processes;
- regularly liaise with AGD project leads and provide advice and guidance around business case development, as well as financial and performance reporting;
- provide economic modelling to establish economic output data in relation to the assessment of business cases and assist partners to deliver a robust and cohesive account of the impact of the AGD. Where necessary expertise does not exist within the team to fulfil this responsibility, external support will be commissioned and managed by the PMO;
- provide a full toolkit of documentation to partners delivering projects including financial and performance guidance, business case templates, checklists and guidance on their completion; reporting templates; risk register templates, and such other documentation as is required from time to time;
- scrutinise proposed business cases for H M Treasury Green Book compliance and make recommendations to the AREP and AEJC. Where necessary expertise does not exist within the team to fulfil this responsibility, external support will be commissioned and managed by the PMO;
- act as a liaison between individual projects and the Deal partners, and will be the primary point of contact for the UK and Scottish Governments;
- take the day-to-day lead on the engagements with both UK and Scottish Governments, including arranging round table and policy lead meetings, as well as coordinating programme events, providing a focal point for the AGD.
- Develop its own written procedures covering the above activities, which are approved by PMO management in consultation with relevant services of the Accountable Body, for the practical guidance of current and new PMO staff.

2.49 The work of the PMO is supported by the following working groups:

- Procurement – comprising procurement leads from each of the Ayrshire Councils. This group meets monthly or as often as required;
- Marketing and Communications – comprising communications leads from each of the Ayrshire Councils together

with representatives from UK and Scottish Governments. This group meets monthly or as often as required;

- AGD Steering Group – comprising representatives from each of the Ayrshire Councils, Scottish Enterprise, Skills Development Scotland and representatives from UK and Scottish Governments. This group provides support and guidance to the PMO and assists with information sharing. This group meets monthly;
- Other short-term working groups will be established as required.

Minutes of all meetings will be maintained.

2.50 At project level, each project has a named project lead (a senior responsible officer), supported by a project board and project development and implementation is aligned to the principles of PRINCE2.

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## Governance Structure



## **BUSINESS CASE APPROVAL PROCESSES**

- 2.51 Project Leads should send all draft AGD business cases to the PMO for review, scrutiny and comment in line with H M Treasury Green Book guidance. Once any PMO feedback relating to a business case has been satisfactorily addressed, the PMO will then forward on the final draft to both UK and Scottish Governments.

- 2.52 Once government is satisfied that a given project's outline business case (OBC) is sufficiently well developed they will inform the regional Programme Management Office that the OBC has been approved and that government is content for regional partners to proceed to full business case (FBC).
- 2.53 Government will require to see all FBCs to ensure that they continue to meet their requirements and to confirm that any outstanding issues highlighted at OBC stage have been addressed. Final Equality Impact, Fairer Scotland, and Environmental Impact Assessments should also be made available.
- 2.54 The final approval of FBCs will rest with the region's principal decision making body, the AEJC. This ensures that regional partners have full ownership of the Deal and that ultimate decision making authority rests with the body that will be responsible for delivering associated outputs, outcomes, and impacts.
- 2.55 Prior to taking business cases for comment to the AREP and approval to AEJC, these will be taken to the Chief Executives Group for noting and comment.
- 2.56 Each Ayrshire Council can choose to advise its own committees of the content of business cases for its own internal governance purposes. However, it will only be the AEJC which will approve FBCs and implementation of projects.

## **PROJECT NAMING**

- 2.57 Each AGD project is named within the Deal Document. Where a change to a project name is proposed, this information, including the reasons for change, must be communicated to the PMO to allow approval from both UK and Scottish governments to be sought. Until government approval is received, all project documentation must continue to refer to the project name referred to within the Deal Document.

## **FINANCIAL REPORTING**

- 2.58 As outlined in the annual Grant Offer Letter, on a monthly basis, a Financial Forecast will be completed by the PMO, and submitted to the Scottish Government and copied into UK Government. This will include monthly expenditure by the overall Programme and individual Projects, the cumulative spend and profile spend for the remainder of the financial year.

- 2.59 As outlined in the annual Grant Offer Letter, a Quarterly Performance Report will also be completed by the PMO and reported to the Scottish Government and copied to the UK Government. This report will not only provide financial information but will include a Risk Status of the overall Programme as well as each Project and highlight where underspend or overspend is predicted including narrative as to how this will be managed going forward.
- 2.60 As outlined in the annual Grant Offer Letter, an Annual Report based on the previous year's activity will be prepared. This report will form the basis for the annual conversation with Government and should follow the Annual Report Template for City Region Deals. The final report will be approved by the AEJC and presented to Governments before being published.
- 2.61 The annual conversation will allow the Scottish City Region and Growth Deal Delivery Board to engage with each City Region Deal at senior officer level, to celebrate success and discuss progress. Annual Conversations, informed by the Annual Performance Report and the Benefits Realisation Plan, also present an opportunity to reflect and work through any concerns that local partners and Governments have about the implementation of the Deal and the ambitions of the Deal going forward.



### 3. MANAGING CHANGE

- 3.1 Major change decisions will be escalated from project level via the PMO to the AREP for discussion. The AREP will then review recommendations, challenge and amend, where appropriate, and thereafter present recommendations to the AEJC for final decision. Both UK and Scottish Government's will be updated throughout this process via the PMO.
- 3.2 If a scenario arises that is considered to be a major change and represents a significant deviation from the original agreement, the AEJC will enter into open dialogue with Scottish or/and UK Governments or the Scottish City Region Deal Delivery Board, as appropriate, to identify acceptable solutions.
- 3.3 Examples of scenarios that may constitute major change include:
- There is project underspend, leaving an opportunity to enhance the scope or consider new projects;
  - Project is no longer considered viable or value for money since business case approval; or
  - External factor triggers changes in the investment priorities for the Ayrshire region.
- 3.4 'Deal Change' can be described as something that modifies to any degree the terms of the agreements previously struck between UK and Scottish Governments and local partners. Such agreements are variously described within the terms of the Heads of Terms, the Full Deal, the terms of approved Business Cases, and the terms of the Grant Offer (the Four Documents).
- 3.5 A Checkpoint Review process will be developed and agreed with partners and governments to examine both the Growth Deal programme and component projects at key decision points in their lifecycle. It will look ahead to provide assurance that projects can progress successfully to their next stage.

#### Change Management Process

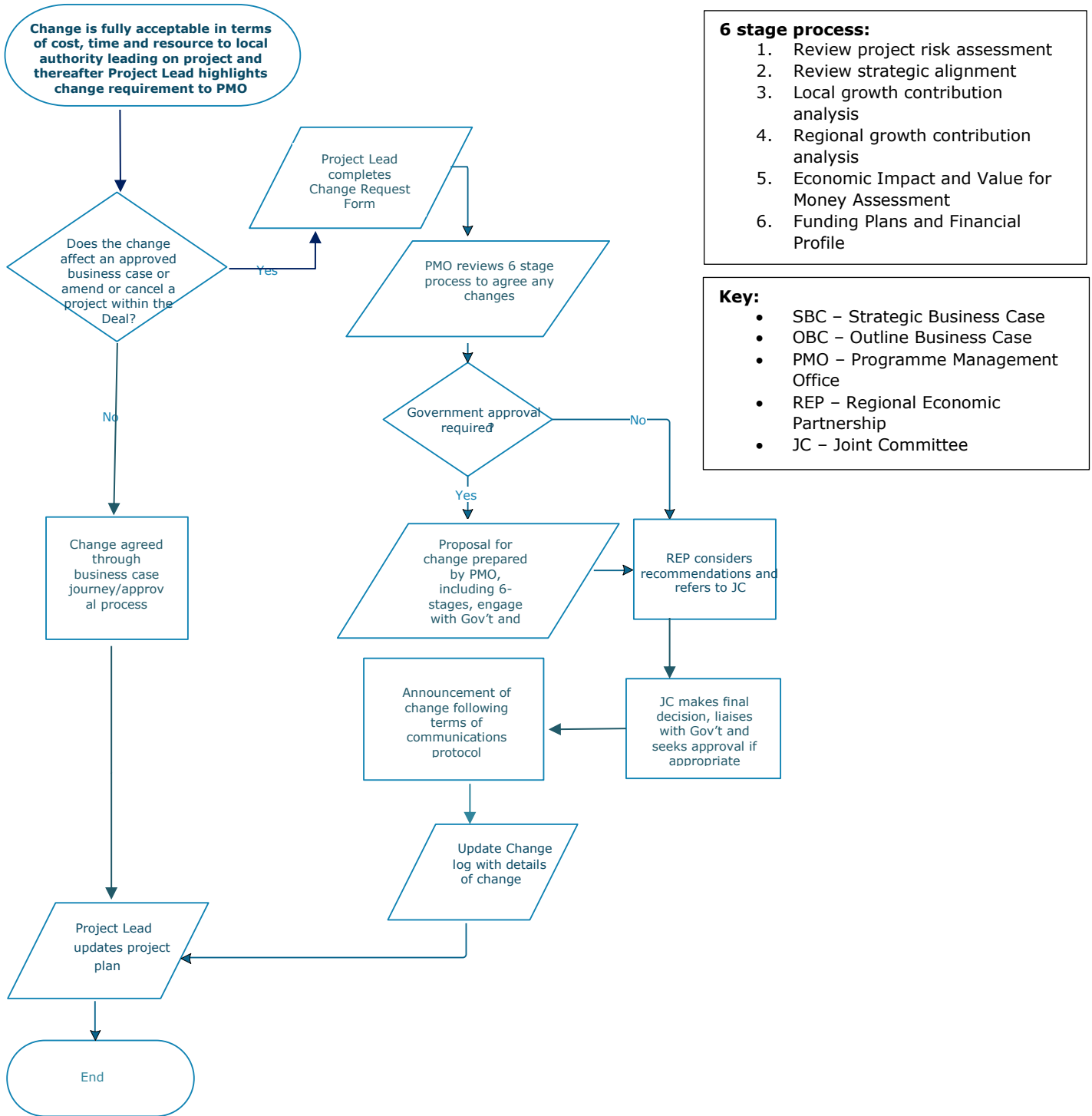
- 3.6 Outwith the agreements described in the Four Documents, Government would still have an interest in any proposed change however for the most part would expect matters to be resolved locally.
- 3.7 Changes that don't affect the Deal and take place prior to the project business case being approved will be dealt with as part of the Business Case journey and approval process.
- 3.8 Any changes identified for escalation by the Project Lead should be detailed on a Change Request Form (Appendix D) and forwarded to the PMO for consideration.
- 3.9 If the request proposes a change to the terms agreed in the Four Documents, a proposal for change will be prepared by

the PMO referring to the relevant business case and explain the circumstances that have inspired the change. The proposal will include the six stages set out below. The proposals will then be assessed by the Governments and Ministerial approval sought if the proposed change represents a significant deviation from the original agreement.

- 3.10 The six stages, which apply to both old and new projects, are:
1. A **Review of the Project Risk Assessment** in order to demonstrate that the risk of not meeting original objectives has substantially changed (or alternatively, to demonstrate that the original objectives are now less relevant to supporting economic growth).
  2. **Review of Strategic Alignment**, demonstrating deviation from the original ethos of the Deal
  3. **Local Growth Contribution Analysis**, including inclusive growth assessment.
  4. **Regional Growth Contribution Analysis**, including inclusive growth assessment.
  5. **Economic Impact and Value for Money Assessment.**
  6. **Funding Plan and Financial Profile** which will set out the cost of the new proposal, respective funding shares, and the time period over which the project will be delivered.
- 3.11 Project Leads should notify their Local Authority's Finance Team and the PMO with the necessary detail in relation to any additional funding committed to the Deal, including the time period for the funding and associated profile, as soon as this information is available. The Local Authority's Finance Team will thereafter consider any implications for their capital plan and borrowing pressures.
- 3.12 Requests for projects to be considered for acceleration, deferral or re-profiling at any stage, should be highlighted to the PMO as soon as reasonably possible. However, the Project Lead will be required to take guidance from their Local Authority's Finance Team as early as possible in the process to ensure any changes can align and/or fit in with the relevant Local Authority's capital plan and borrowing pressures. Any re-profiling would be reported, discussed and agreed with Governments.
- 3.13 It will be for each local authority to ensure that they have suitable processes in place to ensure that change or issues being highlighted by the Project Lead to the PMO are fully acceptable in terms of cost, time and resource.
- 3.14 Confirmation (and announcement) of any change proposals approved by Government will be subject to the terms of the agreed Communications Protocol.
- 3.15 All changes will be logged by the PMO on the Changes register.
- 3.16 Following approval by the AEJC and Government, where necessary, the Project Lead should amend the project plan and re-baseline.



A summary of the process is shown below:



# **Appendix A: AYRSHIRE ECONOMIC JOINT COMMITTEE**

## **Constitution**

A maximum of thirteen Members, comprising up to three members each nominated by East, North and South Ayrshire Councils, one from Scottish Enterprise, one from Skills Development Scotland, one from the business sector and one from the education sector.

## **Chair**

The Chair of the Committee will rotate annually from a Member appointed by East Ayrshire Council to North Ayrshire Council, and to South Ayrshire Council and so on, with each Chair taking up his or her position on 1 September.

## **Quorum**

A quorum of the Joint Committee shall be four members, with at least one member from each Council present.

## **Standing Orders and Meetings**

The Standing Orders for the Joint Committee shall be as detailed in Appendix C. The Committee shall determine its timetable of meetings but shall meet at least two times per annum.

## **Delegated Powers**

The Joint Committee has delegated powers to implement its functions, except as otherwise provided herein. The Joint Committee shall have power to create an Ayrshire Economic Partnership Sub-committee whose membership, powers and remit shall be as detailed in Appendix B.

## **Functions Referred**

The following functions of the Council will stand referred to the Joint Committee: -

Acting in the interests of Ayrshire as a whole:-

1. To approve the Ayrshire Economic Strategy;
2. To make recommendations to the UK and Scottish Governments, the Ayrshire Councils, public sector partners and business to promote collaborative working and to ensure their priorities, policies and service delivery are aligned with the Ayrshire Economic Strategy and the Ayrshire Growth Deal;
3. To approve the business cases of individual Ayrshire Growth Deal Projects;
4. To receive reports on the effectiveness of the implementation of the Ayrshire Economic Strategy and the Ayrshire Growth Deal and to identify potential improvements and make recommendations to the Constituent Authorities;
5. To make recommendations to the Constituent Authorities in respect of the Ayrshire Growth Deal funding arrangements;
6. To make recommendations to the Constituent Authorities on the setting of budgets for the Ayrshire Growth Deal;
7. To approve operational expenditure within agreed Ayrshire Growth Deal Joint Committee budgets allocated by the Constituent Authorities in order to further the aims of the Ayrshire Growth Deal.

## **Appendix B: AYRSHIRE REGIONAL ECONOMIC PARTNERSHIP**

### **Constitution**

The Ayrshire Regional Economic Partnership ('the Partnership') is a sub-committee in terms of section 56(1) of the Local Government (Scotland) Act 1973. It shall comprise a maximum of 22 members, being:-

- 2 Councillors and one officer nominated by each of East, North and South Ayrshire Councils;
- three representatives of the business sector selected by the Partnership;
- three representatives of the Higher or further Education sector, selected by the Partnership;
- One representative nominated by each of Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, and Visit Scotland.

The Partnership may also co-opt up to three additional members on the basis of experience or skills, whether from existing members, from other organisations or individuals.

### **Chair**

The Chair shall be appointed by the Joint Committee.

### **Quorum**

A quorum of the Partnership shall be six, with at least one nominee from each of the Ayrshire Councils present.

### **Standing Orders and Meetings**

The Standing Orders of the Partnership shall be as detailed in Appendix C. The Partnership shall determine its timetable of meetings but shall meet at least six times per annum.

### **Delegated Powers**

The Partnership has delegated powers to implement its functions, except as otherwise provided herein.

## Functions Referred

The following functions of the Ayrshire Economic Joint Committee will stand referred to the Partnership: -

Acting in the interests of Ayrshire as a whole, to:-

8. To oversee the development of the Ayrshire Economic Strategy and to make recommendations to the Ayrshire Economic Joint Committee regarding its approval;
9. To provide strategic oversight for the delivery of the strategic priorities and actions contained with the Ayrshire Economic Strategy and any Action Plan forming part of such Strategy;
10. To drive forward the growth of the Ayrshire economy;
11. To prioritise inclusive growth and provide an annual report in line with the Scottish Government's Inclusive Growth Monitoring Framework;
12. To drive increased collaboration and partnership between the Ayrshire Councils, the Scottish & UK Governments and their agencies and the private sector, focussed towards delivery of the Ayrshire economic priorities;
13. To make recommendations to the Ayrshire Economic Joint Committee, the Ayrshire Councils, public sector partners and business to promote collaborative working and to ensure their priorities, policies and service delivery are aligned with the Ayrshire Economic Strategy and the Ayrshire Growth Deal;
14. Undertake periodic reviews of the Ayrshire Economic Strategy and any Action Plan forming part of the Strategy to ensure that it is consistent with the emerging ambitions of Ayrshire and collaboration with partners;
15. To oversee the development of the business cases of individual Ayrshire Growth Deal Projects and to make recommendations to the Ayrshire Economic Joint Committee regarding their approval;



16. To oversee the implementation of the Ayrshire Economic Strategy and the Ayrshire Growth Deal, to monitor the performance of the Programme Management Office (PMO), to identify potential improvements and make recommendations to the PMO or the Ayrshire Economic Joint Committee;
17. To make recommendations to the Ayrshire Economic Joint Committee in respect of the Ayrshire Growth Deal funding arrangements;
18. To ensure that an effective monitoring and evaluation framework is in place at both a project and programme level, and that each Member Authority is delivering upon its requirements;
19. To provide strategic direction and manage the input of any Thematic or other Working Groups.

# **Appendix C: STANDING ORDERS FOR THE CONDUCT OF MEETINGS**

## **PRELIMINARY**

### **COMMENCEMENT**

These standing orders will apply and have effect from the date approved by the Joint Committee.

### **DEFINITIONS**

In these Standing Orders the following words and expressions have the following meaning as shown below:-

“The Joint Committee” shall mean the Ayrshire Regional Economic Joint Committee, formed under Sections 56 and 57 of the Local Government (Scotland) Act 1973 and Section 15 of the Local Government in Scotland Act 2003 for the purposes of regulating the shared discharge of the functions of the Constituent Authorities,

“Constituent Authority” means any of the East, North or South Ayrshire Councils.

“The Partnership” shall mean the Ayrshire Regional Economic Partnership, a Sub-committee formed under Sections 56 and 57 of the Local Government (Scotland) Act 1973 and Section 15 of the Local Government in Scotland Act 2003 for the purposes of regulating the shared discharge of the functions of the Constituent Authorities

### **MEETING ARRANGEMENTS**

#### **Dates of Meetings**

1. The Joint Committee shall meet at least twice in each financial year or more often as is required to conduct its business, dates of meetings to be agreed by the Joint Committee. The Partnership shall meet at least six times in each financial year or more often as is required to conduct its business, dates of meetings to be agreed by the Partnership.

2. A special meeting of the Joint Committee or the Partnership may be called at any time:
  - (a) by the incumbent Chair; or
  - (b) if at least one quarter of the total number of members request a meeting in writing specifying the business to be transacted. The requisition shall be submitted to the Chief Executive of the incumbent Chair's Council (or if the Partnership is not chaired by a Council nominee, by the Chief Executive of the Joint Committee's incumbent Council), and shall be included in the notice and summons of the meeting. The Chief Executive will determine the time and venue of the meeting, which shall be held within 14 days of the receipt by the Chief Executive of the requisition.

### ***Place, Time and Notice of Meetings***

- 3.1 Except in the case of urgency (when the incumbent Chair may direct accordingly) three clear days at least before a meeting of the Joint Committee or the Partnership;
  - i. Notice of the time and place of the intended meeting shall be published by the Chief Executive of the incumbent Chair's Council (or if the Partnership is not chaired by a Council nominee, by the Chief Executive of the Joint Committee's incumbent Council) or an appropriate officer of that council, responsible for the administrative support of the Joint Committee or Partnership, at that Council's principal office and, where practical, at the place where the meeting will be held if the meeting is to be held outwith that Council's principal office; and
  - ii. A summons to attend the meeting, specifying the business to be transacted shall be left at or sent by post to the usual place of residence of every Member of the Joint Committee or Partnership as appropriate, or to such other address as the Member may notify in writing to the Chief Executive of the incumbent Chair's Council.

### **LACK OF NOTICE**

4. Want of service of a summons on any Member of the Joint Committee or Partnership shall not affect the validity of any meeting.

### **QUORUM**

5. The quorum for the Joint Committee shall be four, with at least one nominee from each of the Ayrshire Councils present.

The quorum for the Partnership shall be six, with at least one nominee from each of the Ayrshire Councils present.

No business shall be transacted at any meeting of the Joint Committee or Partnership unless a quorum is present.

If, 10 minutes after the time appointed for a meeting a quorum of Members is not then present, the meeting shall stand adjourned and it shall be minuted that “owing to the want of a quorum, no business was transacted”.

## **CHAIR**

6. The Chair of the Joint Committee will rotate annually from a Member appointed by East Ayrshire Council to North Ayrshire Council, and to South Ayrshire Council and so on, with each Chair taking up his or her position on 1 September. The Chair of the Partnership shall be appointed by the Joint Committee.

The Chair shall preside. In the event of the incumbent Chair either being absent or withdrawing from a meeting, another member from the Authority of the present Chair, chosen by the members of that Authority present, shall assume the Chair for that meeting or part thereof.

## **POWERS AND DUTIES OF CHAIR**

7. Deference shall at all times be paid to the authority of the Chair. When the Chair indicates a wish to speak, any Member who may be addressing the meeting shall give way. The Chair shall:-
- (i) preserve order and ensure that every member of the Joint Committee or Partnership shall have a fair hearing;
  - (ii) decide all matters of order, competency and relevancy and the ruling of the Chair shall be final and shall not be open to discussion;
  - (iii) decide between two or more members of the meeting indicating that they wish to speak by calling on the member who has first caught the attention of the Chair;
  - (iv) ensure that due and sufficient opportunity is given to members who wish to speak to express their views on the subject under discussion;

- (v) be entitled, in the event of disorder arising, to adjourn the meeting to a time he or she may then, or afterwards, fix and his or her leaving the Chair shall indicate the meeting is adjourned; and
- (vi) the Chair shall, at his or her discretion, determine all questions of procedure for which no express provision is made under these Standing Orders with regard to the regulation of the proceedings and business of the Joint Committee meetings.

## **BUSINESS AT MEETINGS**

8. At a meeting of the Joint Committee or Partnership, no business other than that specified in the summons shall be considered.

## **URGENT BUSINESS**

9. Business which has not been specified in the summons may be considered where the Chair determines that the matter is one of urgency. It shall be at the sole discretion of the Chair to decide whether any business not specified on the agenda for the meeting, by reason of special circumstances, be considered at the meeting as a matter of urgency, and such special circumstances must be specified in the Minute of the meeting.

## **ORDER OF BUSINESS**

10. The business at any meeting shall (unless as otherwise directed by the Chair who may, at his or her discretion, alter the order of business at any stage) proceed in the following order:-
- (i) the Sederunt shall be taken; the names of the members present at the meeting shall be recorded with the Chair at the head followed by the remaining Members;
  - (ii) Minutes of the previous Joint Committee or Partnership as appropriate shall be submitted, held as read and be formally moved and be held to be approved, unless objection is taken to any portion thereof when so submitted. Any Member may request information on an item within a Minute that is before the meeting; and
  - (iii) Any other competent business detailed in the Agenda or urgent business raised at the discretion of the Chair.

## **ORDER OF DEBATE**

### ***Motions/Amendments***

- 11.1** A member of the Joint Committee or Partnership when speaking shall address the Chair and direct all remarks to the matter before the meeting by proposing, seconding or speaking to the motion or any amendment relative thereto, or to a point of order, or to propose or second a motion to adjourn the proceedings.
- 11.2** Every motion or amendment shall be moved and seconded. The terms of all motions or amendments shall always precede any remarks to be made by their proposers. No member shall speak supporting the motion or any amendment until the same shall be seconded.
- 11.3** The terms of a motion or amendment not seconded or which may be withdrawn or altered after being seconded shall not be recorded in the Minutes of proceedings.
- 11.4** Any member who has moved a motion or amendment and has failed to find a seconder may request that his or her dissent in regard to the decision in question be recorded and that dissent will be recorded in the Minutes.

### ***Procedure on Point of Order***

- 11.5** A member may speak upon a matter of order and on doing so shall make a short statement detailing precisely the terms of the point of order. If the Chair decides that the question raised by the speaker is not a 'point of order', the member who raised the point of order shall thereupon accept the decision as final. No other member shall be entitled to speak to that point of order. A member who is addressing the meeting when a question of order is raised shall give way until the question of order has been decided by the Chair.

### ***MOTION FOR ADJOURNMENT OF MEETING***

- 12.1** A motion for the adjournment of the meeting for a specified period of time may be put at the conclusion of any speech and shall have precedence over all other motions. It must be moved and seconded without a speech and shall at once be put by the Chair in the form of "For Adjournment" or "Against Adjournment".

**12.2** A second motion for the adjournment of the meeting shall not be made within a period of 30 minutes unless it is moved by the Chair, when it shall be dealt with as in the immediately preceding standing order.

## **VOTING**

### ***Method of Voting on Motion and Amendment***

**13.** The method of voting on motions and amendments shall be as follows :-

- (i) When a motion and one amendment only are before the meeting, a vote shall be taken between the motion and the amendment;
- (ii) When a motion and two or more amendments are before the meeting, the vote shall be taken upon all the proposals, each member having one vote. If a proposal receives the support of a majority of the members taking part in the vote, it shall be declared to be the decision of the meeting, but, in the event of none of the proposals receiving the support of such a majority, the proposal which has received the least support shall be dropped and the vote shall be taken anew upon the remaining proposals and so on until one proposals has received the support of such a majority whereupon it shall be declared to be the decision of the meeting; and
- (iii) In the event of the votes for two or more proposals being equal, the Chair shall decide which of them shall be dropped.

## **DECISIONS OF THE JOINT COMMITTEE**

**14.** Subject to Standing Orders 19, 20 and 24, all decision before the Joint Committee or Partnership shall be decided by a majority of the Members of the meeting present and voting thereon.

## **CASTING VOTE**

**15.** In the case of an equality of votes, the Chair shall have a second or casting vote except where the matter which is the subject of the vote relates to the appointment of a member of the Joint Committee to any particular office, in which case the decision shall be by lot.

**ATTENDANCE BY ELECTED MEMBERS NOT A MEMBER OF THE JOINT COMMITTEE**

16. Members of the Constituent Authorities who are not members of the Joint Committee may be invited by the Chair of the Joint Committee to attend the meeting of the Joint Committee while there is under discussion any item in which those members have a local or other special interest. Such members shall be entitled to participate in the discussion on that item but shall not be entitled to vote. This provision does not apply to the Partnership.

**ATTENDANCE BY MEMBERS OF THE PUBLIC**

17. Members of the public may, subject to any limitation on numbers that may be required due to Health and Safety considerations or availability of space or seating in the meeting room, attend any part of the meeting of the Joint Committee or the Partnership except during an item of business where the meeting has resolved, in terms of the Local Government (Scotland) Act 1973 (as amended), that the matter should be discussed in private session.



# **Appendix D: CHANGE REQUEST FORM**

See overleaf

Project Change Request Form – To be completed by Project  


CR Form

		<b>Date submitted to PMO</b>	
Reason	<input type="checkbox"/> Risk of not meeting original objectives has substantially increased <input type="checkbox"/> Original objectives now less relevant to supporting economic growth <input type="checkbox"/> Original objectives now less relevant to supporting inclusive growth <input type="checkbox"/> Project no longer considered viable or value for money <input type="checkbox"/> Substantial change to costs <input type="checkbox"/> Change to delivery model <input type="checkbox"/> Change to funding plan to reflect respective funding shares <input type="checkbox"/> Time period changed over which project will be delivered (inc change to finance profile) <input type="checkbox"/> Other		

Please specify

	<p><b>Change will result in:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> an increase to project scope (coverage – what and where) of work</li> <li><input type="checkbox"/> a decrease to project scope (coverage – what and where) of work</li> <li><input type="checkbox"/> service solution adjustment (requirements – how/technical)</li> <li><input type="checkbox"/> service delivery alteration (provider)</li> <li><input type="checkbox"/> an increase to project costs</li> <li><input type="checkbox"/> a decrease to project costs</li> <li><input type="checkbox"/> delaying project implementation timescale</li> <li><input type="checkbox"/> accelerating project implementation timescale</li> <li><input type="checkbox"/> delaying project delivery/completion timescale</li> <li><input type="checkbox"/> accelerating project delivery/completion timescale</li> <li><input type="checkbox"/> additional funding committed by existing partner</li> <li><input type="checkbox"/> reduced funding committed by existing partner</li> <li><input type="checkbox"/> funding committed by a new partner</li> <li><input type="checkbox"/> new/change of project</li> <li><input type="checkbox"/> Other</li> </ul>
	<p>Please specify</p>
on e	<p><i>Where reasons and impacts are checked above a full description covering each element of change must be provided here and estimates where appropriate provided below</i></p>
n	<p><i>Best estimate of any delays/acceleration to project delivery</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> </ul>
n	<p><i>Best estimate of decrease/increase in scope</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> </ul>
n	<p><i>Best estimate of decrease/increase in cost</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> N/A</li> </ul>

n	<p><i>Best estimate of decrease/increase in funding</i></p> <p><input type="checkbox"/> N/A</p>
e & ce	<p><input type="checkbox"/> Yes      <input type="checkbox"/> No      <input type="checkbox"/> N/A</p>
nt n/ e &	<p><input type="checkbox"/> Yes      <input type="checkbox"/> No      <input type="checkbox"/> N/A</p>
ot	<p><i>Make reference to risk register and how specific risks would be affected</i></p>
y	<p>Project Lead's name in block capitals: _____</p> <p>Project Lead's signature: _____ Date: _____</p>
y RO cts of n	<p>Project SRO's name in block capitals: _____</p> <p>Project SRO's signature: _____ Date: _____</p>

ct	
<b>Project Change Request Form - PMO Analysis Section</b>	
<b>6-stage process</b>	
<b>of Project Risk</b>	<i>How does the change request demonstrate that the risk of not meeting original objectives has substantially changed (or alternatively, demonstrates that the original objectives are now less relevant to supporting economic growth)?</i>
<b>ments</b>	
<b>of Strategic</b>	<i>How does the change request demonstrate the original project's deviation from the original ethos of the Deal?</i>
<b>ments</b>	
<b>with Contribution</b>	<i>How does the change request demonstrate that the original project alters the contribution to local growth, Including inclusive growth assessment?</i>
<b>ments</b>	
<b>Growth</b>	<i>How does the change request demonstrate that the original project alters the contribution to regional growth, Including inclusive growth assessment?</i>
<b>ion Analysis</b>	
<b>ments</b>	
<b>ic Impact and Value</b>	<i>How does the change request demonstrate that the original project alters the economic</i>
<b>y Assessment</b>	

	<i>impact and value for money?</i>
<b>Comments</b>	<i>Results of economic modelling</i>
<b>Plan and Financial</b>	<i>How does the change request demonstrate a change to the funding plan and financial profile?</i>
<b>Comments</b>	
<b>Change impact on the following</b>	<input type="checkbox"/> Overall AGD targets/benefits (including jobs and leverage) <input type="checkbox"/> Overall AGD spend <input type="checkbox"/> Any other AGD projects <input type="checkbox"/> AGD Financial Plan <input type="checkbox"/> AGD Implementation Plan <input type="checkbox"/> Grant Offer Letter
<b>Impact of change above</b>	
<b>Status</b>	<input type="checkbox"/> Referred back to project lead for more information/FD approval of project finance profile and/or project implementation plan <input type="checkbox"/> Passed to Strategic Lead for approval / escalation
<b>Request reviewed</b>	<input type="checkbox"/> AGD Programme Manager Programme Manager's signature: _____ Date: _____ <input type="checkbox"/> AGD Compliance and Performance

Officer  
Compliance & Performance Officer's  
signature: \_\_\_\_\_ Date: \_\_\_\_\_

**AGD Project Change Request Form - Approval Section (PMO)**

<b>Status</b>	<input type="checkbox"/> PMO approves and no need to escalate any further <input type="checkbox"/> PMO reports issues and makes recommendations to Regional Economic Partnership <input type="checkbox"/> Regional Economic Partnership refers to JC <input type="checkbox"/> JC makes final decision <input type="checkbox"/> JC seeks Government approval if appropriate			
<b>Approved for Government</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A	
<b>Type of change</b>	<input type="checkbox"/> Approved	<input type="checkbox"/> Rejected	<b>Change log updated</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Public announcement required</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A	<b>Public announcement discussed with Comms Group, agreed and arrangements in place</b> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>Public Communications followed</b>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A	
<b>Comments</b>				

**request form  
d by**

AGD Strategic Manager

Strategic Manager's signature: \_\_\_\_\_

Date: \_\_\_\_\_



