

Change Request Form

WHAT CONSTITUTES A WMCA CHANGE REQUEST?

Change Control is 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. This **Change Request Form** is required when the tolerances that were set out in the approved Business Case are or will be breached. These include changes to Time, Cost and Scope.

The Change Control Process should be initiated by the Project Team in the following circumstances:

- There is a cost implication that cannot be managed within the existing contingency budget and results in the requirement of 10% or more of the originally approved budget
- There is movement of over 10% of total project/programme timings (measured in months) which impacts key milestones, the project start/end date and any associated dependencies
- The scope of the project/programme has changed and the outputs, outcomes and benefits which were approved have been impacted (if an output is to be changed, this is also known as a material change)

CHANGE REQUEST FORM GUIDANCE

- Text shown in **grey** is to be used as guidance in the writing of this form, it should be deleted prior to submission.
- Parts 1, 2 and 3 should be completed by the Applicant / Project Team
- Part 4 should be completed by the Programme Assurance and Appraisal Team / Finance Business Partner
- Please refer to the original WMCA approved Business Case when detailing any variance within this form
- Requested appendices will be shown in **orange** to support this form, these are to be attached with the submission
- If a partial or full Business Case re-write is required, you will be informed by WMCA

For further information regarding the Change Request Process or to submit this form for review, please contact ProgrammeAssuranceandAppraisal@wmca.org.uk

1 CHANGE REQUEST DETAIL

CHANGE SUMMARY	
Project Name:	Commonwealth Games Legacy Fund – Jobs and Skills & Mental Health Commission
Programme Name (if applicable)	Skills Programme Business Case
Directorate (if WMCA internal):	Economy, Skills and Communities
Organisation (if WMCA external):	WMCA
This Change Request is seeking additional WMCA funding of:	£5.75m
This Change Request is seeking a time extension of:	n/a
This Change Request is seeking the following change to the scope:	To increase the Skills PBC funding allocation to enable receipt of the CWG Legacy Funding. Enabling the skills team to expand the employment and skills offer to residents on programmes that are critical to securing good outcomes for residents but are currently either outside current funded programmes or will significantly enhance and boost the current offer as set out in the Skills PBC.

STAKEHOLDER INVOLVEMENT	
Provide the names of the following stakeholders who have been sighted on this change request prior to submission, note this is a mandatory requirement:	
Governance:	n/a
Senior Responsible Owner (SRO):	Clare Hatton
Programme SRO (if applicable)	
WMCA Executive Director:	Julie Nugent
Finance Lead:	Phil Cole
Legal Representative:	Lorraine Moses-Copeman
Procurement Lead:	Brad Benson
Other (i.e., HR / Health & Safety):	n/a

VERSION CONTROL			
Version:	2	Date:	02/05/23
Change Prepared by:	Lisa Hamilton	Job Title:	Snr Delivery Manager: Project & Programmes

2 BASELINE ASSESSMENT, CHANGE REQUEST DESCRIPTION AND RATIONALE

2A WHICH BUSINESS CASE STAGE IS THIS CHANGE AGAINST? (SELECT ONE OPTION BELOW)

Business Justification Case (BJC CWG LEF – Jobs and Skills)

Programme Business Case (PBC)

2B ROOT CAUSE

Determine the root cause of this change request i.e. the source of the change requirement from the list below:

Table 1		
Root Cause Categories		Tick if Applicable
Political	This is due to the need for WMCA to demonstrate to Central Government that WMCA is working towards its Strategies and Polices i.e., Strategic Economic Plan (SEP)	<input checked="" type="checkbox"/>
Opportunity	The ability to deliver more outputs, outcomes, and benefits	<input checked="" type="checkbox"/>

2C CHANGE DESCRIPTION AND RATIONALE (MAX 500 WORDS)

The skills Programme Business Case, approved by Statutory Officer Board on the 1st February 2023, set out recommendations for the commissioning of grant and devolved funding awards for employment and skills programmes through a joined-up approach including the use of a new DPS (Dynamic Procurement System) platform and grant agreements with regional delivery partners such as local authorities and colleges. This ensures a co-ordinated approach in the delivery of projects and programmes which deliver against WMCA aims and objectives, and priorities set out in the Regional Skills Plan.

The announcement of the additional Commonwealth Games Legacy Funds will provide further funding focused on Employment Support activity across our region, including delivery of activity in response to the Mental Health Commission’s recommendations. Table 1 on p5 sets out a summary of existing WMCA Skills Funding, notably employment support is a key area that receives limited funding, this has been further exacerbated by the end of EU ESIF funding across the region. Whilst UKSPF does provide funding support in this area, the value of this is significantly less across the region, which will have a major impact on our local authority partners ability to delivery employment support programmes going forward. The CWG LEF will enable us to maximise UKSPF spend by utilising CWG legacy funding in specific projects which will form part of a blended offer of employment support inc. UKS SPF projects, Multiply and AEB.

The 2022 CWG included extended support for youth and learning, including a Jobs and Skills Academy project which was aimed at supporting priority groups to access volunteer opportunities created by the Birmingham Organising Committee for the 2022 Commonwealth Games (OC). With an overall aim of establishing volunteering habits, improving workforce skills and preparedness for work, increasing levels of community volunteering and improving

levels of cohesion by bringing together different groups. Critically, these activities, outcomes and impacts spanned a number of CWG Mission Pillars and the activities had specific linkages to the Bring People Together Mission Pillar.

The CWG Jobs and Skills Academy was designed to help the region grow and succeed through increasing the skills, opportunities and employment preparedness of residents in the West Midlands. By providing training in Games-related skills, supporting access to Games-related opportunities, and supporting access to future employment pathways for West Midlands residents. The Academy sought to increase the employment, productivity and GVA of Games-related sectors in the region. As with the Jobs and Skills Academy, the Volunteering Programme aimed to support regional growth and success by providing high quality work experience, volunteering and skills development opportunities for people living in the region. The Programme objective was to improve the employment prospects of priority groups leading to an increase in the number of employed people in the region in the medium to long term.

The [Interim evaluation of the CWG](#) stated “A survey of OC volunteers conducted pre- and post-Games also provides evidence of outcomes for Games volunteers of participation in the programme. For example, the survey evidence identified a positive impact on volunteer respondents’ level of confidence in seeking new employment or training/education opportunities, with the proportion of respondents rating themselves at least 8 out of 10 in relation to this increasing from 64% prior to being involved in the volunteering programme to 73% after their volunteering experience.”

The CWG Legacy Fund – Jobs, Skills, Mental Health and Wellbeing, will build on the projects delivered in 2022. It will address barriers identified for those residents that do not benefit from the economic prosperity in the region and the opportunities that major events like the CWG bring to region.

Despite improved skills provision and strong local offers of employment support there are many people who need more tailored and localised support to help them on their journey towards the labour market. Many are outside JCP services currently but would like to and are able to work and need support to prepare them for the labour market opportunities. Our inactivity rates have increased, and we will only meet the needs of business if we are able to increase participation by these groups of people. Equally too many young people experience poor life chances based on their circumstances alone. Many are not able to access the jobs and opportunities through lack of knowledge, awareness and social capital to do so and too many, especially post pandemic are experiencing mental health challenges that further hamper their ability to move into the careers they want.

The CWG Legacy Fund will enable us to build on previous successful programmes, boost and increase our capacity to deliver great careers advice, targeted support, outreach and mentoring to identify and reach people before they become disengaged, Not in Education, Employment or Training (NEET) or unemployed. This activity is critical if we are to realise the benefits of our young, diverse and vibrant citizens.

This skills programme is directly linked with the wider Economy Pillar Strand Programmes, maximising opportunities that may arise through the investment and high growth business programmes. It also directly supports and aligns with programmes being developed as part of the inclusive communities pillar.

Table 1. summary of WMCA Employment and Skills Funding:

**WMCA Skills Programmes Summary
£280m**

<p>Multiply £16,767,132 (2022-2025) Funder: DfE Level: Basic Numeracy Age: 19+</p>	<p>England Construction Opportunities £352,050 (2022-2025) Funder: CITB Level: employment support - construction focused only Age: 18+</p>	<p>CWG LEF – Jobs & Skills £5,750 Funder: DCMS (2023-2025) Level: Employment Support – inc. Mental Health/ Wellbeing Age: 14+</p>	<p>Devolved: National Skills Fund 'Free Courses for Jobs' £10,954 Funder: DfE Level: 3 qualification Age: 19+</p>	<p>Devolved Adult Education Budget (AEB) £131,875 PA Funder: DfE Level: Basic through to L5 Age: 16+</p>	<p>UK Shared Prosperity Fund £19,800 for People & Skills (Total £88,408m) (2022 – 2025) Funder: DLHUC Level: employment & basic level skills upto L2 Age: 16+</p>	<p>Technical Skills Bootcamp Wave 3 £11,25 (22-23) Funder: DfE Level: 3/4 Technical Age: 19+</p>
<p>Key: DfE: Dept. For Education CITB: Construction Industry Training Board HE: Higher Education DCMS: Dept. Culture, Media & Sport DLUHC: Dept. Levelling Up, Homes and Communities</p>						<p>Technical Skills Bootcamp Wave 4 £14,550m (23-24) Funder: DfE Level: 3/4 Technical Age: 19+</p>

3 IMPACT ASSESSMENT

Complete the following sections to determine the impact of this Change Request, if a section is deemed not applicable, briefly explain why.

3A COST IMPACT (£)

The factual summary below is taken for the approved Skills Programme Business and shows changes to these top line figures, with the inclusion of the £5.75m CWG Legacy Fund.

FACTUAL SUMMARY (original Skills PBC)		SUMMARY FOR CHANGE REQUEST	
	PBC (£M)		PBC (£M)
Total Programme Costs	274,757,735	Total Programme Costs	280,507,735
WMCA Funding	0	WMCA Funding	0
Funds Secured	274,757,735	Funds Secured	280,507,735
Funds Not Secured	0	Funds Not Secured	0

With this additional £5.75m, Section 5B of the PBC would now show as follows:

Funder	Amount	% of Total	Status(Confirmed/ Pending Approval)	Details of Funding Status / Timing / Conditions etc.
DfE	£131,875,523	47.01%	Confirmed	Devolved
DfE	£10,954,673	3.91%	Confirmed	Delegated – funding to be returned if not spent
DfE	£11,250,000	40.1%	Confirmed	Delegated – funding to be returned if not spent
Government	£16,767,132	5.98%	Confirmed	Investment plan approved
Government	£88,408,357	31.52%	Yr1 confirmed Yr 2 & 3 pending	3 year investment plan approved at October 2022 WMCA Board . Funding awarded annually and approved by S151 Officer.
CITB	£352,050.00	0.13%	Confirmed	ITT successful
DfE	£15,150,000	5.40%	Confirmed	Successful bid
DCMS	£5,750,000	2.05%	Pending	Part of wider WMCA Award agreed at March 2023 WMCA Board (Report.pdf (wmca.org.uk))
Total	280,507,735	100%		

The additional £5.750m from CWG Legacy Fund – Jobs and Skills (£4.85) and Mental Health Commission (£0.9) will be allocated as follows:

£5.612m	To be double devolved to regional LA partners to deliver local projects in priorities areas including targeted job support, jobs and skills hubs, mentoring, careers support, bursaries and training, volunteering and employment programmes focused on disadvantaged people across the region including those with mental health barriers
£0.138m	WMCA Monitoring and Evaluation Officer and Project Officer to have oversight of performance and delivery.
£5.75m	

3B TIME IMPACT

The additional £5.75m CWG Legacy Funds will not impact on existing project delivery timelines. By incorporating this additional funding into the Skills PBC, it will enable the directorate to maximise funding across other skills streams and utilise existing commissioning routes.

Critically the activities set out in the funding breakdown, will be delivered through approaches set out in the original PBC. Utilising existing delivery partner grant agreements which will enable delivery to commence quickly maximising programme delivery and impact.

3C SCOPE IMPACT

The original Skills PBC provided a summary of the delivery elements of existing funding, more detailed BJC's or Project Cases have also been developed for Technical Bootcamps wave 3 and 4, CITB and Multiply

The CWG Legacy funding will not impact any of the original scope or more detailed scopes as set out in respect business/project cases. A separate Business Justification Case for CWG Legacy Funding – Jobs and Skills and Mental Health Commission has also been developed to provide further details of programme level activity including outputs, outcomes and impacts.

The management case of the original PBC sets out the approaches adopted by the Skills Team in development, commissioning and monitoring the delivery of the various funding streams. Following a review of what is currently known for the CWG legacy fund additional Monitoring and Evaluation and Project Management resources will be appointed to support this area. The funding for these staff will be sourced from the directorate wide CWG legacy funds.

The directorate have also established a more centralised approach to management and monitoring of bespoke/cross directorate programmes, in the form of a centralised directorate wide project and programme team. The new M&E and Project resource will sit within this

area of the directorate and oversee requirements for directorate wide CWG Legacy Funded programmes to ensure resource efficiency is achieved.

Governance oversight for the CWG Jobs and Skills Fund will be through the WMCA Skills Officer Group, WMCA Skills Board and WMCA Wellbeing Board.

3D DEPENDENCIES IMPACT

This additional funding will not impact on dependencies as set out in the original PBC.

We envisage that there may be a need for further change requests if/when further new skills funding streams come online. The ESC Directorate will ensure ongoing engagement with WMCA assurance to provides updates in respect of any new funding through monthly monitoring meeting.

3E STAKEHOLDER IMPACTS AND STRATEGY CHANGE IMPACTS

As advised the CWG Legacy Fund – Jobs and Skills and Mental Health will enable the WMCA Skills Team to boost and increase capacity for jobs and skills working closely with Local Authority Partners. The strategy or stakeholder impacts will not change as a result of this as the project areas identified are already incorporated in regional priorities and our Regional Skills Plan, they will in fact enable us to enhance and increase activity in these areas. Proposals for CWG Legacy have been considered and scoped with regional LA partners and they will continue to support in shaping and evolving and delivering elements of these. By bringing the Jobs and Skills and Mental Health Funding together, we

£0.9m of the funding will be used to deliver jobs and skills elements aligned to the recommendations as set out in the recent findings and recommendations of the Mental Health Commission as updated at the [Wellbeing Board on the 6 March 2023](#).

3F OUTPUTS, OUTCOMES AND BENEFIT IMPACTS

Section 2E of the Skills PBC provides an overview of the overall skills programme benefits including individual project and programme level business cases which provide the detailed breakdown of respective outputs and outcomes for these specific areas.

A business justification case has been developed for the CWG Legacy – Jobs and Skills and Mental Health. Key outputs will include:

Output 1	Number of people receiving locally based jobs support (<i>target groups to be included i.e 50+, wards</i>)
Output 2	Number of young people supported through careers interventions via targeted programmes outside education & enhancement of in school provision
Output 3	people supported to participate in education
Output 4	people supported to engage in job searching
Output 5	people undertaking paid work placements

Output 6	businesses participating in paid work placements
Output 7	young people supported through bursary support (up to £1,000 pp) to complete pre-apprenticeship training and access apprenticeships
Output 8	young people supported (inc. breakdown of target groups/wards) (Health and Wellbeing)

The programme will also ensure alignment and delivery of the wider CWG legacy Evaluation Framework medium term outcomes and longer-term impacts.

The outputs above will be directly achieved through new regional programmes that are delivered as part of the CWG Legacy Jobs and Skills Programme. Local Authority partners have been engaged throughout this process and are providing local outputs/outcomes against their local priorities which will be used to finalise these actual deliverables and will form part of the back to back funding agreement.

Furthermore, though this intervention we would anticipate in-direct benefits achieved across other regional skills programmes. For example, following completion of a bursary supported pre-apprentice programme funded via CWG legacy we would anticipate a % of these individuals to then continue their studies and undertake an apprenticeship programme, which is delivered as a different intervention as part of our wider regional skills funding.

As set out in the Skills PBC, across the skills team we have robust processes in place for monitoring and evaluation. Skills programmes are monitored through the Department for Education ILR system, this enables us to monitor and track individuals being supported, their progress and level of support, whilst also ensuring no double counting takes place across our various programmes.

The Director of Employment and Skills, Heads of Service and Senior Skills Delivery Managers meet and share information on projects on a regular basis, each Senior Delivery Manager is responsible for a specific area and overarching team level plans ensuring that projects do not displace each other but provide a clear learner journey from basic through to higher level skills programmes. Skills funding is clearly aligned to specific priorities, programmes and skills attainment levels ensuring no duplication or displacement. Where new funding is awarded a robust review of existing activity is undertaken and the directorate have a clear understanding of where additional support offers would be of most value, and the constraints that current funding streams may have on delivering against these.

The team have robust programme management and monitoring processes in place, including dedicated M&E officers aligned to individual project/programme areas. For the CWG Legacy Fund an M&E Officer and Project Officer will be appointed to carry out this function. These individuals will meet with project delivery leads on a regular basis and where required develop and issue M&E templates (including financial and performance monitoring data) for project delivery partners to complete and return, usually on a monthly basis. Payment schedules will be put in place to align with performance and actual costs, mitigating the risk of the WMCA paying for services in advance that may not achieve the deliverables required.

Table 2

Previously Approved Outputs	Change to Outputs (+/-)	Planned delivery and measurement
n/a		

Table 3

Previously Approved Outcomes	Change to Outcomes (+/-)	Planned delivery and measurement
n/a		

3G RISK IMPACT

(UNCERTAIN EVENT(S) THAT SHOULD THEY OCCUR WILL HAVE AN EFFECT ON THE ACHIEVEMENT OF OBJECTIVES)

2 risks have been identified at a project delivery level:

- The total £5.75m is not spent within the pre-determined programme timescale, meaning funds have to be paid back to central government.
- Local projects do not align with the overarching activities, outputs and outcomes, resulting in benefits and impacts not being achieved.

These risks have been incorporated into the CWG Jobs and Skills BJC and at this time are both RAG rated green, with a score of 5. As we move into delivery LA's will be required to complete local risk registers which will form part of the performance monitoring requirements and will be subject to regular review. A copy of the ESC Directorate Risk Register is attached for information.

3H ISSUE IMPACT

(EVENT(S) THAT HAVE OCCURRED WHICH WERE NOT PLANNED AND REQUIRE MANAGEMENT ACTION)

There are no additional risks to note that have not already been provided in the Skills PBC.

3I PROCUREMENT IMPACT

The Skills PBC sets out a clear rationale and approach for commissioning activity for skills programmes, including the launch of a new skills DPS procurement portal.

Delivery of the CWG Legacy – Jobs and Skills/Mental Health Programme will be achieved through double devolving funding to our Local Authority partners. This does not requirement procurement activity as this is progressed through back-to-back grant funding agreements.

4 GOVERNANCE AND DECISION – INTERNAL USE ONLY

TO BE COMPLETED BY WMCA PROGRAMME ASSURANCE AND APPRAISAL / FINANCE BP

4A APPRAISAL RECOMMENDATION

Change Reference Number:	045
Has this change been reviewed by WMCA Appraisal?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Appraisal Recommendation:

The purpose of this Change Request (CR) is to incorporate £5.75m of available CWG Legacy Funding into the Skills Programme Business Case (subject to the necessary approvals). This will enable the skills team to expand on the employment and skills offer already contained within the Skills Programme.

Through incorporating the additional £5.75m, this change request is seeking to increase the approved Skills Programme Business Case from £274,757,735 to £280,507,735.

For the purposes of adding the additional funding into the Programme Business Case (subject to the necessary approvals), Appraisal are recommending this Change Request for Approval to enable the scope of an existing programme to increase.

Please note: The Business Justification Case for the £5.75m has been submitted and is currently going through the SAF internal approvals process.

4B STAKEHOLDER INVOLVEMENT

WMCA Finance Business Partner Name:	Phil Cole
<p>Observations and Finance Statement: This change request is to add £5.75m to the Skills Programme Business Case, subject to DCMS approval. The procurement of services or issuing of grants will be subject to the agreed Financial Due Diligence, with all contracts including appropriate clauses to protect WMCA finances and mitigate risk, such as payment on performance, clawback, payment in arrears, etc.</p>	
WMCA Legal Representative Name:	Lorraine Moses-Copeman
<p>Observations and Legal Statement:</p>	

Subject to all internal approvals being obtained and, the WMCA's policy aims and objectives in relation to the skills programmes aligning with the principles set out under the Subsidy Control Act 2022, together with full audit trails being maintained and all necessary legal agreements are signed by the parties, there are no objections to the proposal.

Other (i.e., HR/ Health and Safety):
If external to WMCA, state any other WMCA stakeholders who have input or had oversight of this change?

N/A

Observations and Comments:

4C DECISION AND GOVERNANCE

G O V E R N A N C E	Approval Body	Date of Meeting
	Executive Director (state if Delegated Authority or SRO)	
	Statutory Officer Approval	
	Investment Panel	25.04.23
	Investment Board	Tbc (dates to be released by governance during purdah)
	WMCA Board	

D E C I	Approved <input type="checkbox"/>	Rejected <input type="checkbox"/>	Deferred <input type="checkbox"/>
	Decision Maker and Comments:		



SINGLE ASSURANCE FRAMEWORK

S I O N	Date of Decision:	
	If rejected, what was the reason for this?	
	If deferred, what was the reason and what are the next steps?	