



Tyfu
Canolbarth Cymru
Growing
Mid Wales

MID WALES GROWTH DEAL

Governance & Reporting Strategy

Version: 1.1

Status: Final Draft – for approval

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DOCUMENT VERSION CONTROL

Version	Date	Details of changes or comments (Author)
0.3	09.10.2024	Drafted by Cathy Martin
0.4	29.11.2024	Drafted by Fiona Brennan
0.5	02.12.24	Updated with CJE comments
0.6	05.12.24	Updated with CM; JC; PJ; DO Comments
0.7	06/12/2024	Updated with Appendices & Amended Governance Chart
0.8	16/12/24	Updated with Reporting cycle
1.0	09/01/2025	Updated formatting
1.1	22/01/2025	Updating GMW Board & PDB membership

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1 Overview

Portfolio Governance aims to optimise investments and meet strategic and operational goals within an acceptable level of risk by providing the framework for making decisions, providing oversight, ensuring controls, and managing the integration of all the components of the portfolio.

The Mid-Wales Growth Deal (MWGD) Portfolio Governance & Reporting Strategy (GRS) is approved by the Growing Mid-Wales Board (GMW Board) who are the portfolio governing body for the MWGD. Portfolio governance will be operationally managed by the Portfolio Management Office (PoMO) to whom the MWGD Programmes and Projects will report.

The purpose of the GRS is to provide a clear framework within which the portfolio governance structure will operate, thereby enabling clear decision-making to ensure the successful delivery of the MWGD strategic objectives by maximising the benefits of the investment funding.

The core components of our GRS are:

1. **Oversight:** Providing guidance, direction, and leadership for the MWGD portfolio.
2. **Control:** Monitoring, measuring and reporting on the MWGD portfolio status.
3. **Integration:** Providing strategic alignment and integration for the MWGD portfolio, whilst also considering any regional impacts.
4. **Decision-making:** Establishing decision-making structures, thresholds, and membership, including delegation of authority.

The GRS outlines the membership, roles and responsibilities of groups and individuals across the portfolio, programmes and projects who participate in the decision-making processes; the stages of approvals required; and the required reporting mechanisms.

The MWGD plays a key role in catalysing economic recovery and growth in the Mid Wales economy, with the aim of supporting job creation and increasing productivity. The Portfolio Strategic Business Case V3.0, which is the overarching strategy for the development and delivery of the MWGD, provides the following indicative investment objectives stating that by 2032 the Growth Deal aims to deliver:

- Total capital investment of £280-400 million
- 1,100 to 1,400 net additional FTE jobs
- £570-700 million in net additional Gross Value Added.

The Portfolio Strategic Business Case provides an overview of the governance structure and reporting mechanisms within the Management Case. This document is updated annually in April in line with the current WCGIB annual funding approval process.

Appendix A – Portfolio Strategic Business Case

2 MWGD Governance Structure

The key documents governing the Mid Wales Growth Deal are:

- Heads of Terms Agreement (*setting out the parameters of the Deal*)
- Full Deal Agreement (*agreeing the parameters of the Deal*)
- Welsh City and Growth Deals – Governance and Assurance Framework (*operational guidance on the implementation of Growth Deal funding*)

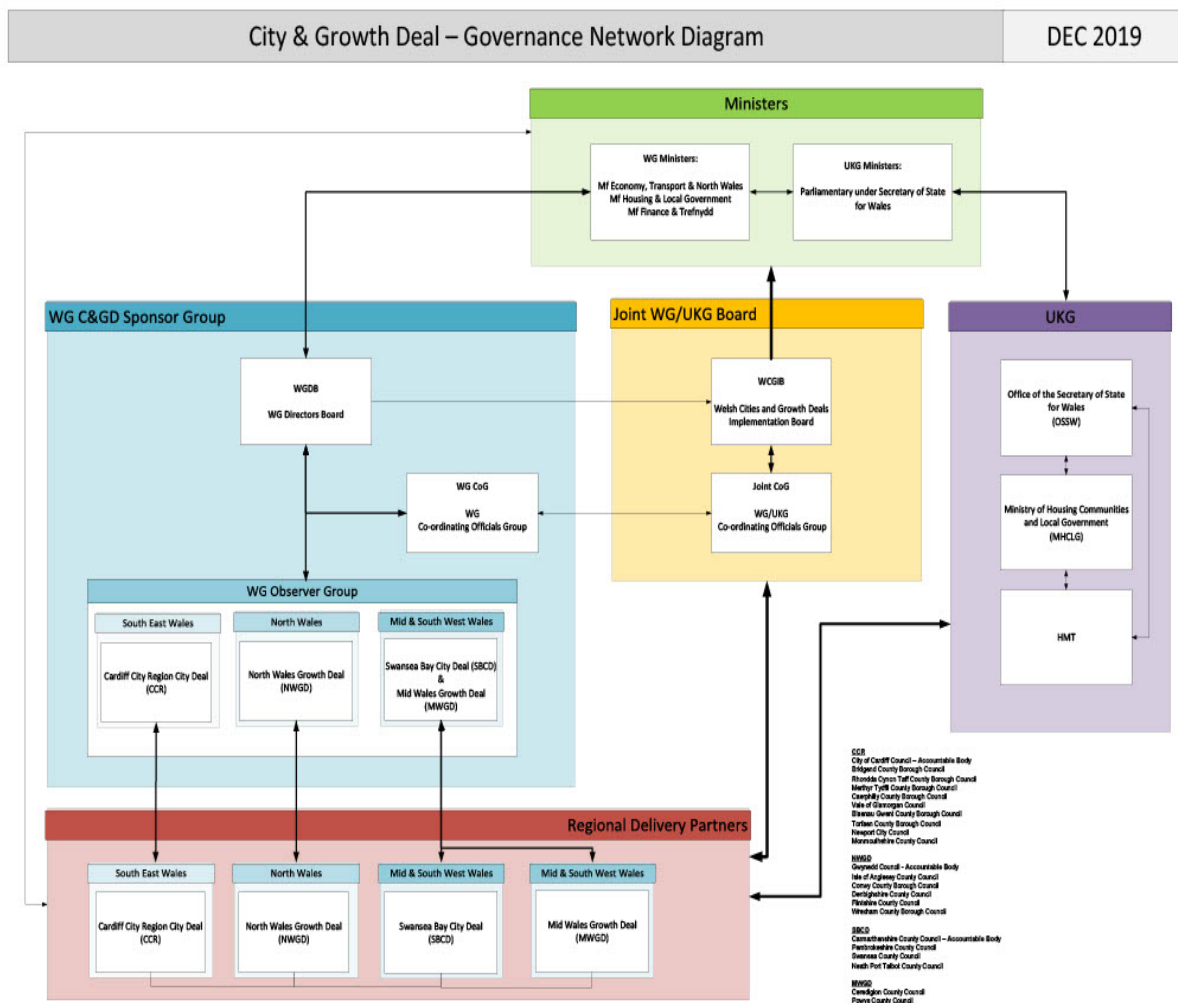
- Inter-Authority Agreement (IAA) (legal document between Ceredigion and Powys Councils establishing the legal framework for delivering the MWGD on behalf of the UK and Welsh Governments)
- Strategic Portfolio Business Case (sets out the Portfolio deliverables and benefits – reviewed and updated annually)

The UK and Welsh Governments have outlined the governance framework within which the MWGD is required to operate as their Regional Delivery Partner. This is detailed in full in

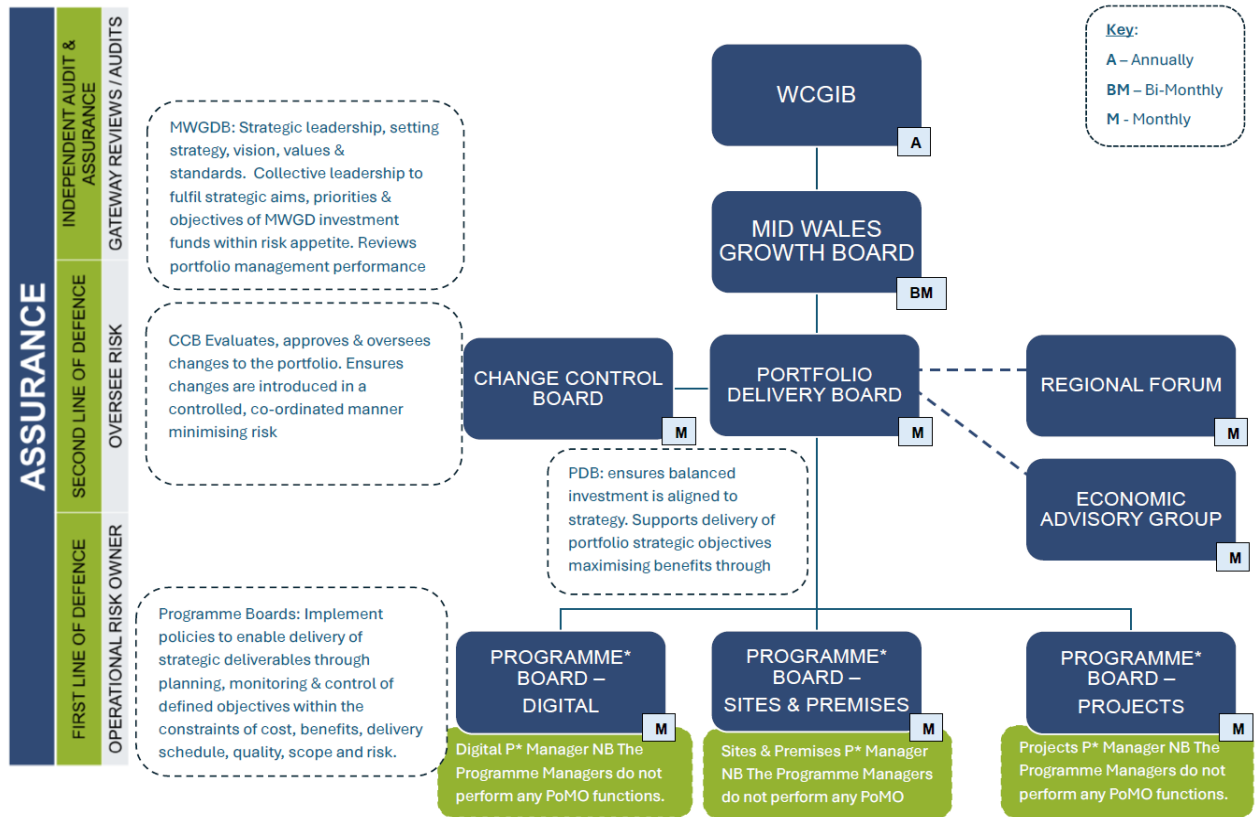
Appendix B - Welsh City and Growth Deal – Regional Delivery Partners – City and Growth Deal Framework.

2.1 Welsh City & Growth Deal Governance Framework

The diagram below outlines the prescribed Welsh City & Growth Deal Governance Framework. The framework outlines the key interactions, reporting lines and relationships between UK Government & Welsh Government Ministers, officials and the MWGD.



2.2 MWGD Governance Structure



2.3 Welsh Government City & Growth Investment Board (WCGIB) – meets annually

The WCGIB is a joint UK Government & Welsh Government oversight board which has the responsibility for ensuring that both Governments are content with the use of funding for the City & Growth Deals. Decisions as to the release of funding to the Growth Deal are taken by Ministers of the Welsh Government and UK Government annually. These decisions are informed by recommendations made by the WCGIB who will need to assure themselves that the use of the funding offers good value for money and that it will be used with due regularity and propriety.

The UK Government Secretary of State for Wales officials and/or Welsh Government Chief Regional Officers and their nominated deputies attend MWGD Programme Boards in an Observer capacity.

2.4 Growing Mid-Wales Board (GMWB) – meets bi-monthly

GMWB is responsible for the strategic leadership and decision-making of the MWGD with a remit to fulfil the strategic aims, objectives and priorities related to the use of the MWGD investment funds. The IAA confirms that Ceredigion County Council will function as the Accountable Body on behalf of both authorities for the Growth Deal funds with GMWB acting

as the sponsoring and overall decision-making body for the MWGD. The GMWB reports into the (WCGIB).

The GMWB provides strategic leadership and decision-making as follows:

- Provides collective leadership to fulfil the strategic aims, objectives and priorities related to the use of the MWGD investment funds by setting the strategy for MWGD
- Ensures that the board decisions, portfolio goals, and investment mix are aligned with MWGD strategic objectives
- Sets the values and standards that the MWGD will adopt
- Reviews the effectiveness and quality of the portfolio management performance
- Reviews the portfolio's actual versus targeted performance and the management of risk to reach key strategic decisions
- Continuous strategic alignment to mitigate any adverse impact on the planned and delivered benefits

The GMWB is responsible for the consideration and approval of programme and project business cases within the Portfolio, with responsibility for delivery delegated to the relevant programme and project boards. Authority can be delegated to and from this forum to relevant lower-level forums or specified personnel through a formal GMWB decision which will be logged on the GMWB Decision Log.

GMWB Members include:

- the Leaders and 4 members from each local authority
- Senior Officers from the Local Authorities: -
 - 2 Chief Executives
 - 2 Corporate Directors
 - Portfolio SRO
 - Portfolio Director
 - 2 Programme SROs
 - 2 Deputy Programme SROs
 - 3 Programme Managers
 - Portfolio Planner
 - 2 Portfolio Analysts
 - Programme Support Officer
 - Section 151 Officer
 - Director of Economic Development
 - 3 Legal representatives
 - 2 Planning representatives
 - Procurement representative
 - Ceredigion Translators
 - Democratic Services
 - Senior Service Support Officer
- Chair of the Economic Advisory Group
- the Mid Wales Regional Skills Partnership Manager
- Representatives from UK and Welsh Government as observers.

Meetings are to be chaired alternately by the leaders.

The GMWB Terms of Reference can be found in **Appendix C**.

2.5 Out of Cycle GMWB Meetings

In exceptional situations where the Portfolio SRO determines that an out of cycle GMWB meeting is warranted for a decision to be made, but it is not practical to hold a quorate meeting, the following written process applies:

- The GMWB members will be consulted in writing by the Portfolio Director, detailing the need for the decision, the reasons for meeting and enclosing any background information, including any comments from the Lead Financial Officer
- GMWB members will normally be given not less than five working days in which to respond.
- Following the expiry of the deadline communicated to GMWB members in writing, the majority vote will be taken as the view of the GMWB and all GMWB members will be informed of the decision.
- Such decision will only be valid if the response of the GMWB is quorate.
- Where the vote is tied the Chair, or in the Chair's absence the Deputy Chair, shall have a casting vote.

Where the written procedure set out above does not generate a response from sufficient Board members to meet the quoracy requirement, the Portfolio SRO, in consultation with the Chair will make the decision. In any case where the written procedure is followed a report will be presented to the next meeting of the Board detailing the decision. All decisions taken through this process will be recorded and published in the normal way.

All decisions, regardless of whether they are taken at a meeting or by written procedures are subject to the normal business, evaluation, scrutiny arrangements, conflicts of interest policy and timeframe for the publication of decisions.

The usage and suitability of the written procedure will be reviewed annually by the Board.

2.6 Portfolio Delivery Board (PDB) – meets monthly

The PDB is responsible for the management and prioritisation of the MWGD portfolio of activities and to ensure the successful delivery of the MWGD strategic objectives. It is focussed on assuring the delivery of the strategic benefits from the MWGD investment funds by the portfolio programmes and projects, through the monitoring of their delivery milestones, metrics, risk management and benefits realisation. The PDB reports to the GMWB.

The PDB provides operational portfolio oversight by:

- Monitoring progress of the portfolio delivery plan, identifying and managing risks and issues, and providing regular reports, analysis and forward look to the GMWB
- Ensuring the investment outlined in the Business Case pipeline is aligned to the strategic objectives of the MWGD and maximises overall portfolio benefits
- Ensuring the short, medium and long-term objectives of the portfolio are balanced and financially viable
- Effectively managing risks within the MWGD risk appetite as set out by the GMWB
- Optimising the capability and capacity management of resources to deliver the strategic portfolio objectives.
- Providing accurate, timely and relevant information that enables sound decision making by GMWB.

PDB Members include:

- Portfolio SRO
- Portfolio Director
- Senior Officers from both the local authorities including: -
 - 2 Corporate Directors
 - Section 151 Officer
 - Finance Officer
 - Procurement Officer
 - Planning Officer
 - Legal Officer
- 3 Programme Managers
- Programme Support Officer
- Portfolio Planner
- 2 Portfolio Analyst
- 2 Programme SROs/ 2 Deputy Programme SROs
- Communications Officer
- Regional Skills Partnership Manager
- UK Government Representatives (as observers)
- Welsh Government Representatives (as observers)

Meetings are chaired by the Portfolio SRO.

The **PDB Terms of Reference** can be found in **Appendix D**.

2.6.1 Role of the Portfolio Management Office (PoMO)

The MWGD Portfolio Management Office (PoMO) is responsible for the day-to-day management of the operational activities of the portfolio. The function of the PoMO is to manage the development and assessment of business cases; prioritising programmes and projects; allocating resources to programmes and projects; and tracking the performance of the portfolio against strategic objectives. The PoMO collects, reviews and analyses performance data for individual programmes and projects to ensure that they are meeting their expected contributions to the portfolio. The PoMO has direct contact with the Local Authority Corporate Services functions including Finance, Procurement, Audit, Legal, Democratic Services, Communications, IT and other board Secretariats. The PoMO is not responsible for the delivery of the programmes and projects. This is the responsibility of the Programme Managers and their SROs.

The PoMO is responsible for delivering universally applicable, best practice project management guidance & support for programmes & projects including:

- Providing insight on how the portfolio is performing and how delivery progress is being managed that gives stakeholders the ability and confidence to make effective decisions on programmes and project.
- Effectively managing the portfolio within a risk management focussed environment.
- Ensuring there are the required skilled resources with the capacity to support the portfolio and the delivery of the MWGD outputs.
- Monitoring and evaluating benefits realisation to ensure they align to the benefits delivery plan.
- Assuring programmes and projects remain viable, achievable and value for money and aligned to strategic objectives

The PoMO is led by the Portfolio Director who reports to the Portfolio SRO.

The PoMO compiles the report for the Portfolio Delivery Board (PDB) which meets monthly and for the GMWB which meets bi-monthly. It provides the Secretariat for PDB.

2.7 Programme Boards (PB) – meet monthly

Each formal programme has a formal Programme Board and an appointed Senior Responsible Owner (SRO). Each board is focused on the development and delivery of the in-scope programme and projects and the delivery of the specified benefit outcomes as set out in the approved agreed Programme Business Case. The Programme Manager is responsible for successful delivery of the programme and project deliverables and the stated benefits. They are responsible for the day-to-day management, monitoring, control and reporting of progress of the delivery plan, changes, budget, resources, risks and benefits of the Programme. PoMO interfaces directly with Local Authority Corporate Support Functions.

Programme Boards escalate decisions, risks, issues and changes to scope, cost, delivery timescales and/or quality to the Portfolio Delivery Board via the Portfolio Director.

Programme Boards are chaired by the SRO.

The Programme Boards Terms of Reference can be found in **Appendix E**.

2.8 Project Boards – meet monthly

All projects within the MWGD will be managed via a Project Board with appointed SROs, Deputy SROs and Project Managers in place who are responsible for ensuring project delivery. These boards will be focused on the development and delivery of the agreed business case and on the delivery of specified outputs.

Projects within a programme environment will report through to the relevant Programme Board. Stand-alone Project Boards will report directly to the Programme Manager – Projects, who will attend Project Boards. This arrangement will be reviewed as the Projects progress to ensure sufficient and appropriate governance is in place.

2.9 Change Control Board (CCB) – meets monthly as required

Change is an inevitable part of any portfolio, programme or project and it can occur at any stage of the portfolio lifecycle, from the initial planning stage through to final delivery. However, if changes are not managed properly, they can disrupt the programme or project delivery plan, budget, quality of deliverables, increase risk, create stakeholder dissatisfaction and adversely impact the delivery of the portfolio strategic objectives.

Once the Portfolio Delivery Plan is baselined, the CCB plays a critical role in ensuring changes to scope, delivery plan, quality, cost and benefits are carefully planned, reviewed, approved and implemented in a controlled and orderly manner with minimal disruption. It ensures that any proposed change aligns with the MWGD strategic objectives.

The Change Control Board (CBB) Terms of Reference can be found in **Appendix F**.

2.10 Regional Officer Alignment Group – meets monthly (between PDB meetings)

It is important the MWGD is fully aligned with activities undertaken regionally to ensure maximisation of value for money and benefits realisation through the investment of public monies.

It is also important to have a regular forum for the Senior Officers across the two Local Authorities to align and discuss key areas such as CJC, Skills, Energy, UKSPF and Future Funding, Transport etc. as a regional team.

The members consist of:

- MWGD Portfolio Director
- Regional Skills Partnership
- Shared Prosperity Fund
- Transport
- Energy
- Planning
- Corporate Joint Committee representation
- Programme Managers

The Forum is informal, focussed on ensuring collaborative information sharing and alignment of core activities across the region to maximise benefits and avoid duplication/missed opportunities. It has a dotted reporting line into the Portfolio SRO. The Forums function is advisory in nature only.

2.11 Economic Advisory Group (EAG) – meet quarterly

The EAG is an independent body working with the GMWB comprising business leaders with expertise relevant to the Mid Wales region. The EAG has a vital role in supporting the MWGD and economic growth across the Mid Wales Region. The role of the EAG is to provide advice to the MGWD on the MWGD Portfolio and its constituent programmes and projects that emerge as it develops. Its role is to provide strategic advice and input on ensuring that private sector needs and investment leverage potential are considered when making decisions about funding allocations. The role of the EAG is advisory only but it is an essential part of supporting the successful delivery of the GMWD.

The EAG Terms of Reference can be found in **Appendix G**.

3 Delegated Authority

Currently the GMWB is responsible for the consideration and approval of programme and project business cases within the Portfolio, with responsibility for delivery delegated to the relevant programme and project boards.

Authority can be delegated to and from this forum to relevant lower-level forums or specified personnel for business case approval and other relevant matters through a formal GMWB decision which will be logged on the GMWB Decision Log.

4 Individual Roles

Portfolio SRO: The Portfolio SRO is accountable for the portfolio programmes and projects meeting their objectives, monitoring the projected delivery outcomes and realising the required benefits within the policies set by ministers and GWMB for the MWGD. The Portfolio SRO is the owner of the portfolio business case and accountable for all aspects of portfolio governance. They are primarily responsible for the prioritisation and effective allocation of resources across the portfolio to ensure optimal delivery of MWGD strategic objectives in line with regional priorities. The Portfolio SRO is accountable to the GMWB.

Programme/Project Senior Responsible Owners (SROs) and their Deputies – The SRO is accountable for a programme or project meeting its objectives, delivering the projected outcomes and realising the required benefits outlined in their business case. The SRO is the owner of the business case and accountable for all aspects of governance. They provide strategic guidance to the Programme/Project Manager and set key delivery parameters. Those in an SRO role will generally come from a leadership role in the area in which the programme/project outcomes and benefits are being delivered. The SRO is accountable to its Programme/Project Board.

All Programme SROs appointed by Growing Mid Wales Board are issued with formal Appointment Letters and will receive SRO training. SROs are accountable for the successful delivery of the programme/project and the realisation of benefits. Therefore, personnel who undertake this role should be able to lead and champion their specific programme or project; must be empowered to take decisions; and have sufficient seniority and authority.

Portfolio Director – The role of the Portfolio Director is to define and maintain the uniform standards for project management across the portfolio. This includes the implementation and sharing of best practice as well as the development and application of programme/project procedures, tools and techniques to standardise methodologies and realise economies. The Portfolio Director provides expert guidance, support and insight on the programme or project, and acts as the source of all project information and metrics. They lead the operational management of the PoMO ensuring programmes and projects are resourced to successfully deliver their programme or project, and consequently the strategic goals of the MWGD. The Portfolio Director reports to the Portfolio SRO.

Programme Managers - The Programme Manager is responsible for leading a defined set of usually interdependent projects. They have primary responsibility for the successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the realisation of benefits. The Programme Managers report to the Portfolio Director.

Project Managers - The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised. The Project Managers report to the Programme Manager.

Board Chair and Deputies– An individual who contributes independently to discussions and decisions, as well as deciding what will be discussed, crafting good discussions and ensuring good decisions are reached. They are key to ensuring good governance, clarity on

roles & responsibilities, maintaining good standards of behaviour and ensuring effective financial management.

Observers – An individual who attends a Board as an Observer has the right to attend and participate in board meetings the same as any other Board attendee. The observer will receive any information the other Board members receive before meetings. Crucially, however, this person does not have voting rights or decision-making powers. Observers may also be excluded from confidential meetings that deal with urgent corporate matters.

5 Protocol for Boards

The arrangements outlined in Section 5 apply to all Boards reporting into or are supported by the MWGD PoMO.

External standalone projects should consider adopting core Board management principles as appropriate.

Any Board members who are unable to attend any Board meeting shall provide an apology to the secretariat. The apology for absence is to be given prior to the commencement of the meeting.

Any declaration of interest made at the meeting will be included in the minutes of the Board meeting. A new declaration of interest should be updated on the relevant Member's register of interest.

The Chair can decide to accept an urgent item on to the agenda where, in his/her opinion, the item should be considered as a matter of urgency because of special circumstances which shall be specified in the minutes.

5.1 Code of Conduct

Code of Conduct for members and officers is set out within respective Local Authority statement on Code of Conduct which supports [The Nolan Principles of Public Life](#). Members and Officers of Local Authorities will be bound by their own code of conduct via the terms of their employment. Lay members of external Members (e.g. EAG) will be bound by the Nolan principles set out in the Terms of Reference of the respective forum.

5.2 Records of Board Meetings

The Board must ensure that a written record of all Board meetings is taken in the form of minutes which must include a record of every decision taken by the Board. A Decision Log should be maintained.

5.3 Timelines for Board Papers

Suggested timelines for the issue of Board papers are:

- Meeting agendas and papers to be published five clear working days before the meeting takes place.
- Minutes of Board meetings to be published within ten clear working days of the meeting taking place. This may be in draft if internal processes require clearance before the minutes are finalised. The final minutes of Board meetings will be published within ten clear working days of being ratified at the subsequent Board meeting.

Board papers are published on the Powys County Council website by Democratic Services. The minutes of a Board meeting shall be reviewed, approved and adopted as a true record of the proceedings of that meeting, at the proceeding Board meeting.

Minutes of Board meetings shall be kept for at least ten years.

5.4 Exclusion of the Public

In certain circumstances information presented to the Board is exempt from being seen by members of the public. In such circumstances, the following should be inserted on the on the agenda and on the relevant paper's header to inform the committees Members when any matter being discussed contains exempt information.

Example: The report relating to item 7 are not for publication as it contains exempt information as defined in paragraph 14 of Part 4 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to information) (Variation) (Wales) Order 2007. If, following the application of the Public Interest Test, the Council resolves to consider this item in private, the public and press will be excluded from the meeting during such consideration, in accordance with Section 100B (2) of the Act

For any such matters any attendees at meetings that are not a Member of that group shall be asked to leave.

Reports containing exempt information will be circulated to relevant Members considering the report. However, Members must not share the reports. These papers will not be published, and it will be noted in the published agenda and minutes of the meeting that this is an item containing exempt information.

A record of confidential proceedings and papers will be kept by the Board secretariat in case the need to scrutinise these decisions should arise in the future.

5.5 Data Protection and Freedom of Information

Where a Council receives a request for information under either the Freedom of Information Act 2000 or the Environmental Information Regulations 2004 (EIR) in relation to information which it is holding in relation to the MWGD, it will:

- transfer the request for information to the relevant Local Authority as soon as practicable after receipt and in any event within two working days of receiving a request for information
- provide the relevant Local Authority with a copy of all information in its possession or power in the form the relevant Local Authority reasonably requires within ten working days requesting that information
- provide all necessary assistance as reasonably requested by the relevant Local Authority to enable them to respond to a request for information within the time for compliance set out in the FOIA or the EIR.

The Councils agree that the relevant Local Authority will be responsible for co-ordinating any response to the extent they relate to the MWGD and all costs incurred shall be accounted for as GMWB Costs.

[Freedom of Information - Ceredigion County Council](#)

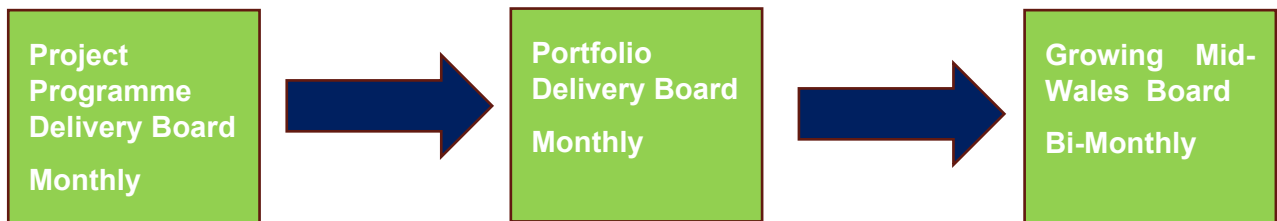
[Make a Freedom of Information request \(or EIR\) - Powys County Council](#)

5.6 Managing Conflicts of Interest

Any Conflicts of issues will be managed through the appropriate policies and procedures which are to be established by the two Local Authorities which apply to the respective Local Authority Officers and Members. This approach has been adopted by the GMW Board. All governance forums will ensure that any conflicts of interest are declared and mitigated appropriately throughout the reporting, decision making and delivery processes.

6 Reporting

Mid-Wales Growth Deal Reporting Cycle



For programme and external standalone projects, the Programme and Project Managers are responsible for providing monthly reports on behalf of the Programme or Project SRO. Key metrics and commentary will be required by the PoMO by the outlined timescales to allow sufficient review and subsequent reporting to the Portfolio Delivery Board. A reporting template is provided for project reporting. It is recognised that external projects may utilise their own reporting templates, but they will need to complete the template required by the PoMO in addition to any internal reporting they undertake.

Project Managers for internal projects reporting into internal programmes, will be responsible for providing monthly reports on behalf of the internal project SRO to the internal Programme Manager. Key metrics and commentary will be required by the PoMO by the outlined timescales to allow sufficient review and subsequent reporting to the Portfolio Delivery Board. A reporting template is provided for programme and project reporting.

The PoMO will prepare the reporting materials for both the Portfolio Delivery Board and the Growing Mid-Wales Board based on their analysis of the reports submitted by the Programme Managers. Papers will be issued at least 5 working days ahead of the meeting.

7 Appendices

Appendix A - Portfolio Strategic Business Case



Strategic Portfolio
Business Case v3.0_Final

Appendix B - Welsh City & Growth Deal Governance & Assurance Framework

Section 1: Governance Framework	
Governance:	<p>Governance is the means through which Portfolios, Programmes and Projects are controlled. Governance refers to the policies, regulations, functions, procedures, processes and responsibilities that make up the establishment, management and control of Projects, Programmes and Portfolios.</p>
Governance Network Diagram:	<p>A C&GD Governance Framework diagram depicts the key interactions, reporting lines and relationships between Ministers, UKG & WG officials and RDPs.</p> <p>C&GD – RDP – G&A - Governance Network Diagram – Annex A</p>
Government Oversight:	<p>A joint UKG & WG oversight Board - the Welsh Cities and Growth Implementation Board (WCGIB) has been established to ensure that both Governments are content with the use of funding for the C&GDs.</p> <p>The UKG Secretary of State for Wales (SoSfW) officials and/or WG Chief Regional Officers (CRO) and their nominated deputies attend RDP Programme Boards at each C&GD in an observer capacity.</p> <p>C&GD – RDP – G&A - WG Observer Terms of Reference Template – Annex B</p>
Funding & Accountability:	<p>The UKG has allocated C&GD funding for the WG to administer, allowing funding from both Governments to be managed and released through a single agreed process for each Deal. The funding is paid to the relevant Accountable Body for each Deal on an annual basis over the lifetime of each Deal on a broadly flat profile.</p> <p>Decisions as to the release of funding to the Deals are taken by Ministers of the WG and UKG annually. These decisions are informed by recommendations made by the WCGIB.</p> <p>While overarching accountability for the administration of funding rests with the Permanent Secretary for the WG, members of the WCGIB need to ensure that they are acting in accordance with the principles in Managing Welsh Public Money¹ (in the case of WG officials) and HMT’s Managing Public Money² (for UKG officials). This includes the need to assure themselves that the use of the funding offers good value for money and that it will be used with due regularity and propriety.</p>
Section 2: Assurance Framework	
Assurance:	<p>Assurance provides an independent and objective examination of a portfolio, programme or project at a particular point in its lifecycle.</p> <p>The WG, UKG and RDPs agree to utilise the WG’s Office for Project Delivery (OPD) to ensure that consistent assurance standards are delivered across the C&GD portfolios. This supports all those responsible for successful delivery, providing funders and other stakeholders with the confidence that each C&GD can deliver to time, budget and quality.</p>

¹ <https://gov.wales/managing-welsh-public-money>

² <https://www.gov.uk/government/publications/managing-public-money>

	<p>The Portfolio / Programme Management Office (PoMO/PMO) for each C&GD must submit a Risk Potential Assessment Form (RPA) for assessment by the OPD for each Programme and Project. An RPA is a mandatory requirement for all WG funded or part funded Programmes and Projects.</p> <p>C&GD – RDP – G&A - WG RPA Form - Annex C</p> <p>Contact: Assurance@gov.wales</p>
<p>IAAP:</p>	<p>All WG funded or part funded Portfolios, Programmes and Projects must undertake suitable assurance, produce and implement an Integrated Assurance and Approval Plan (IAAP).</p> <p>An IAAP sets out the planned Governance Assurance and Audit activities at Portfolio, Programme and Project level for each C&GD. Implementation of an IAAP by RDPs for each C&GD provides stakeholders with the strategic oversight of planned assurance activity throughout the life of each Deal.</p> <p>C&GD – RDP – G&A - Example IAAP template - Annex D</p>
<p>Assurance Overview</p>	<p>Whilst the IAAP sets out the planned Assurance activities at Portfolio/Programme/Project level for each C&GD. The PoMO/PMO must also capture the actual assurance undertaken including any consequential assurance.</p> <p>C&GD – RDP – G&A - Assurance Overview Template - Annex E</p>
<p>Business Case:</p>	<p>A Business Case provides the justification for undertaking a programme or project and is the repository for the evidence base in support of a spending proposal, it facilitates transparency, approval, evaluation, accountability of public funds and optimisation of public expenditure. All WG funded or part funded programmes and projects must have a business case.</p> <p>The Better Business Cases - Five Case Model (jointly owned by the WG and HM Treasury) improves the scoping, planning and delivery of programmes and projects and their supporting business cases. The Five Case Model should be used for the preparation of:</p> <ul style="list-style-type: none"> • Portfolio Business Case (PoBC) • Programme Business Case (PBC) • Three stage Project Business Case (SOC, OBC, FBC)* • Single stage Project Business Justification Case (BJC)** <p>* High value projects - over £2m</p> <p>** Low to medium value & risk - £250k to £2m</p> <p>The Better Business Case Guidance and Templates can be found at: https://gov.wales/better-business-cases-investment-decision-making-framework</p> <p>Guidance for Portfolio Business Cases (PoBC) using the Five Case Model is currently being produced and is expected in early 2021.</p> <p>Contact: BetterBusinessCasesMailbox@gov.wales</p>
<p>AOR:</p>	<p>An Accounting Officer Review (AOR) is a Business Case assurance review that focusses on the achievement of value for money from public spend and addresses the responsibilities placed on Accounting Officers.</p>

	<p>The WG and UKG have agreed to collaborate in using the WG’s AOR process as applied to each C&GD Portfolio Business Case (PoBC).</p> <p>An AOR is part of the Approval Process required for the Final Deal Agreement (FDA) for the NWGD and MWGD.</p> <p>Contact: BetterBusinessCasesMailbox@gov.wales</p>
<p>Gateway Assurance:</p>	<p>The CCBinet Office Gateway Assurance Process is the recommended and approved standard for programme and project assurance within the public sector and aligns with the 5 case model.</p> <p>The OPD is authorised to deliver Gateway Assurance using accredited reviewers from both the WG and UKG and operates under accreditation from the Infrastructure and Projects Authority, which is part of the UKG CCBinet Office.</p> <p>The Gateway Assurance Process examines programmes and projects at key decision points in their lifecycle from discovery phase, through the business case development stages and on into the delivery cycle. Reviews provide assurance that the programmes and projects can progress successfully to the next stage.</p> <p>RDPs must commission Gateway Assurance for Portfolios, Programmes and Projects for each C&GD Portfolio and set these out within its IAAP. Assurance reports must be shared with the WCGIB as part of assurance oversight.</p> <p>C&GD – RDP – G&A - WG Gateway Assurance Guidance - Annex F</p> <p>Contact: Assurance@gov.wales</p>
<p>Programme and Project Management (PPM):</p>	<p>The WG PPM Centre of Excellence has set out PPM Strategic Guidance that applies to all WG funded or part funded Portfolios, Programmes and Projects. The guidance document is aligned to the best practice as set out in the Infrastructure and Projects Authority (IPA) Project Delivery Standard and is based on a number of best practice methodologies including: Management of Portfolios (MoP®); Managing Successful Programmes (MSP®); PRINCE2®; and Project Management Association Body of Knowledge (PMBOK).</p> <p>RDPs must apply appropriate and proportionate PPM to each C&GD.</p> <p>Note: WG PPM Strategic Guidance is in development and will be available at Annex G once complete.</p> <p>C&GD – RDP – G&A - WG PPM Strategic Guidance (Draft in development) – To be inserted at Annex G</p> <p>Contact: PPMDevelopmentUnit@gov.wales</p>

Appendix C - Growing Mid-Wales Board (extracted from the Inter-Authority Agreement (IAA))

9.1 The Councils established a joint committee of the Councils known as the Growing Mid Wales Board ("**GMWB**") pursuant to the IAA for the purpose of overseeing and co-ordinating the discharge of the Councils' obligations in relation to the MWGD and to carry out the IAA2.

9.2 The GMWB may carry out such other functions as the Councils determine from time to time.

9.3 The GMWB shall not have power to approve any "Matter Reserved to The Councils"

9.4 Each Council shall appoint five (5) elected member representatives to the GMWB.

9.5 The GMWB shall comprise ten (10) elected member representatives appointed by the Councils.

9.6 The Chairperson of the GMWB shall be the leader of each Council which shall act as joint Chairperson and shall preside over alternate meetings. The Chairperson of the first GMWB Meeting shall be the leader of the Accountable Body. The Chairperson shall not have a casting vote.

9.7 Each Council shall be entitled from time to time to appoint a deputy for any representative appointed by it but such deputy (in each case) shall only be entitled to attend and vote at meetings of the GMWB in the absence of his or her corresponding principal.

9.8 Each Council shall appoint an individual to act as joint clerk and to assist the GMWB in respect of the organisation of GMWB Meetings and provide such other administration support to the GMWB on an alternate basis (the "**Clerk**").

9.9 The Clerk shall alternate between the Councils in line with the Chairperson. The Clerk responsible in respect of the first GMWB Meeting shall be the individual appointed by the Accountable Body. The Clerk shall not participate or vote at GMWB Meetings but may attend (where required by the GMWB).

9.10 The GMWB may invite such number of appropriate third parties to observe GMWB Meetings as it sees fit from time to time. Such third parties may include individuals or representatives of such organisations and private sector companies as the GMWB shall determine from time to time.

9.11 Any third parties invited to a GMWB Meeting shall be entitled to take part in such meeting but shall not be able to vote in respect of any decisions to be taken. Any third party in attendance at a GMWB Meeting may be required by the Chairperson not to attend some or any part of a GMWB Meeting.

9.12 Both Councils may, at their discretion, replace their representatives (and their respective deputies) appointed to the GMWB, provided that:

9.12.1 any such replacement shall have no lesser status or authority than is required in order to make decisions on behalf of the Council that has appointed it in respect of any GMWB Matter; and

9.12.2 such Council provides the other Council with written notice of such replacement duly signed by such Council's Chief Executive officer (or such other authorised officer to the Chief Executive officer of such Council as the case may be).

9.13 The GMWB shall meet on at least a quarterly basis, or at such frequency as the GMWB shall determine from time to time in order to fulfil its role in respect of the MWGD, at appropriate times and on reasonable notice to carry out the GMWB Matters

9.14 GMWB Meetings shall be convened by written notice issued by the Clerk or Chairperson responsible for the relevant GMWB Meeting to each member of the GMWB and any third parties which have been invited by the GMWB to such GMWB

Meeting and notified to the Clerk at least five (5) Business Days prior to the GMWB Meeting.

9.15 Any notice to a GMWB Meeting shall:

9.15.1 specify the date, time and place of the GMWB Meeting;

9.15.2 specify a meeting agenda identifying the matters to be discussed and;

9.15.3 be accompanied by copies of any relevant materials to be discussed at the GMWB Meeting.

9.16 A member of the GMWB may add to the meeting agenda by written request to the Clerk and/or by request to the Chairperson at the start of the GMWB Meeting.

9.17 A GMWB Meeting may be held in person and/or via a telephone conference call, video conference call or a combination of the same, at which all members of the GMWB are able to speak to and hear each of the other participants provided that at all times at that telephone or video conference (or combination as appropriate) a quorum of the GMWB is able to so participate.

9.18 The quorum necessary for a GMWB Meeting shall be at least two elected members or appropriate deputy appointed pursuant to Clause 9.7 of each Council.

9.19 The Clerks shall notify a Council if any of its elected members fail to attend three (3) consecutive GMWB Meetings and that Council shall then consider whether or not such elected member shall continue to represent the Council on the GMWB.

9.20 At meetings of the GMWB each elected member or appropriate deputy appointed pursuant to Clause 9.7 (GMWB) above in attendance shall have one vote each. Decisions at meetings of the GMWB will be taken by a majority vote of a quorate meeting.

9.21 If, at a meeting of the GMWB, a matter is not determined pursuant to Clause 9.20 above, that matter ("**GMWB Unresolved Matter**") shall be deferred for consideration at the next GMWB meeting which shall be convened within ten (10) Business Days of that meeting. If at the reconvened GMWB Meeting the GMWB Unresolved Matter is not determined, the GMWB Unresolved Matter shall become a "Matter Reserved To The Councils" and shall be deferred for consideration at a meeting of the Leaders and Chief Executives of both Councils/ Cabinet Meeting. The Councils shall use their reasonable endeavours to convene a meeting of its Leaders and Chief Executives/ Cabinet Meeting as soon as reasonably practicable and in any event within three (3) weeks of the GMWB Meeting. Where a GMWB Unresolved Matter is not approved at the Leaders and Chief Executives meeting/ Cabinet Meeting, the GMWB Unresolved Matter shall not be agreed, shall not be implemented by the GMWB and may not be re-introduced at a GMWB Meeting for at least six (6) months unless otherwise determined by the GMWB acting unanimously.

9.22 Each Council shall provide all information reasonably required upon request by the GMWB to the Clerk and shall comply with any decisions of the GMWB to request such information.

9.23 Where a Council wishes to provide any information and/or serve a notice or demand on the GMWB, this should be served in accordance with Clause 21 (Notices). The officers set out in Clause 21 shall keep a record of all information, notices and demands received and shall update each Council promptly.

9.24 The Clerk shall circulate copies of the draft minutes of the proceedings of every GMWB Meeting to all members of the GMWB, the Chief Executive officers of each Council and the Management Group.

9.25 Each Council shall:

9.25.1 consult with the other Council to ensure the diligent progress of the day to day matters relating to the discharge of the Councils' obligations in relation to the MWGD; and

9.25.2 employ or otherwise deploy sufficient people to enable the GMWB to operate in an effective manner within the Annual Budget.

9.26 The Councils agree and acknowledge that the GMWB shall adopt the Accountable Body's prevailing contract standing orders, financial procedure rules, codes of conduct and such other applicable policies and procedures for and behalf of the Councils in the

discharge of its obligations under this Agreement.

9.27 Subject to the statutory role of Powys's monitoring officer in accordance with Section 5(A)(1) of the Local Government and Housing Act 1989 and the Local Authorities (Executive and Alternative Arrangements) (Modification of Enactments and Other Provisions) (Wales) Order 2002 in relation to the Councils, Powys shall provide the services of its monitoring officer to the GMWB.

9.28 The Accountable Body shall act as the treasurer for the purposes of the MWGD and all financial aspects of the GMWB and MWGD which will be controlled and managed through the financial systems of the Accountable Body and will ensure that the accounting practices comply with relevant legislation and other controls.

9.29 GMWB May Delegate

9.29.1 The GMWB may delegate any of the powers which are conferred on them under this Agreement:

- (a) to such person, sub-committee or group;
- (b) to such an extent;
- (c) in relation to such matters; and
- (d) on such terms and conditions, as they think fit from time to time.

9.29.2 The GMWB may revoke any delegation in whole or part, or alter its terms and conditions at any time.

9.30 Sub-Committees

9.30.1 The Councils established a joint overview and scrutiny sub-committee (the "**JOSSC**") pursuant to the IAA2 for the purpose of performing an ongoing monitoring and scrutiny function for the MWGD on behalf of the Councils and to review and scrutinise decisions made or other actions taken by the GMWB in connection with the MWGD.

9.30.2 It is acknowledged and agreed by the Councils that the JOSSC shall undertake a number of roles in accordance with the terms of reference set out in Part 4 of Schedule 1. (Joint Overview and Scrutiny Sub-Committee Terms of Reference) of this Agreement.

9.30.3 The JOSSC shall not have any delegated decision-making powers.

9.30.4 Sub-committees or groups to which the GMWB delegates any of its powers must follow procedures which are based as far as they are applicable on those provisions of this Agreement which govern the taking of decisions by the GMWB.

9.30.5 The GMWB shall establish the membership, rules of procedure or terms of reference for all or any such sub-committees or groups to, amongst other matters, clarify their respective role and scope of delegation which shall be approved by the GMWB.

9.30.6 The GMWB may create additional sub-committees or sub-groups as it sees fit from time to time.

Appendix D - Portfolio Delivery Board (PDB) Terms of Reference

Status

The Group is a professional executive which supports, advises, and enacts the decisions of the GMWB. The PDB does not have any formal decision-making powers (unless expressly granted by the GMWB) and will advise those officers of the GMWB, who have delegated powers, in the exercise of their powers.

Purpose of the PDB

- To co-ordinate professional advice to the GMWB
- to enact the decisions of the GMWB
- to oversee the deployment and management of the resources of the GMWB and
- to be responsible for the performance management of the programmes and projects of the GMWB.

Roles & Responsibilities of the PDB

Strategic

- to provide strategic advice on the development and delivery of the Vision for the GMWB
- to provide professional advice to the GMWB within the remit of the strategic priorities identified in its vision
- to provide advice and co-ordination on matters of regional importance/relevance aligned with the remit of the economic & regeneration work
- to co-ordinate lead officer engagement with UK Government and Welsh Government on any strategic matter within the remit of GMWB.

Portfolio, Programme and Project Management

- to function as the portfolio board to oversee the development, co-ordination and delivery of the Programmes and Projects within the MWGD and to oversee the development, co-ordination and delivery of other projects commissioned by the GMWB to deliver their Vision.

Resource Management

- to support the Portfolio Management Office with the management of resources, as identified/agreed by the GMWB. Performance Management
- to oversee the management and reporting of performance for the programmes and projects of the GMWB
- and to oversee performance management and risk management reporting systems (that have been prepared in regular reporting by the Portfolio Management Office).

Administration and Communications

- to support the governance structure and ensure its efficient operation; to oversee a communications strategy (that has been co-ordinated by the Portfolio Management Office)
- to function as a "clearing house" for reports to the GMWB.

Membership

- Portfolio Senior Responsible Owner (PortSRO)
- Portfolio Director of the Portfolio Management Office (& relevant team members)
- Lead Finance, Procurement, Planning and Legal Officers (or their representatives) from the lead authority

- Nominated senior officers from the Local Authorities (Councils)
- Observers - UK Government and Welsh Government Officials (as funders)

Meeting Schedules

Meetings will be held monthly in advance of GMWB meetings. However, extraordinary meetings will be convened where deemed necessary.

Secretariat

Secretariat for the Group will be provided by the Portfolio Management Office.

Portfolio Management Office

- To provide a professional support team for the successful delivery of the agreed work programme of the GMWB. The Portfolio Director will lead on all aspects relating to the MGWD, and the Regional Skills Manager responsible for the RSP. These roles are line managed by nominated senior officers within the Councils and will be supported on a day-to-day basis by the Portfolio SRO.
- To provide professional advice and direction to the GMWB, the PDB and regional governance on key strategies in support of the Vision for Growing Mid Wales with a particular focus on the aspects included in the MWGD and work of the Regional Skills Partnership
- To co-ordinate the development and delivery of MWGD Portfolio Business Case, on behalf of GMWB.
- To maintain and manage performance management and risk management reporting systems to ensure good Portfolio management, with regular reporting to the PDB and GMWB.
- To develop and maintain a co-ordinated regional communications framework
- To collaborate closely with regional governance structures and stakeholders to maximise the potential from GMWB's work, with a particular focus on ensuring business engagement.
- To collaborate with nominated civil servants from the UK and Welsh Governments on the operational delivery of the MWGD and RSP.
- To work with the nominated lead authorities to co-ordinate the delivery of support services including procurement, finance, planning and legal as agreed by the GMWB.
- To be responsible for the day-to-day management of delegated resources:
 - To maintain an annual budget for the GMWB
 - To oversee deployment of the Budget (with the permission of the GMWB)
 - To ensure value for money in the use of the budget; and
 - to co-ordinate the work of the Lead Authorities procurement, finance, planning and legal to appoint and enter into contracts with the approval of the GMWB and within the approved budget

Appendix E – Programme Board (S&P) & (Digital) Terms of Reference



Digital Programme Board - Terms of Reference (1).pdf

Appendix F - Change Control Board Terms of Reference

MWG Change Control Board (CCB)

Terms of Reference v0.1

Status

The CCB is made up of a cross-section of portfolio stakeholders, together with relevant subject matter experts and SROs, that meets monthly to consider changes requested by the programmes or projects that make up the MWGD portfolio. Through a process of detailed examination, the CCB decides on the viability of the change request and makes an appropriate outcome recommendation. All recommendations for approval have to be ratified at GMWB. CCB is an integral component of the MWGD Change Control Framework which outlines the end-to-end process for managing change.

Purpose

- Ensure portfolio changes are managed in a controlled, well managed way in order to prevent scope creep, delays to delivery, increased costs/risks and adversely impact the delivery of the MWGD strategic objectives.
- Calculating and communicating risks: One of the primary responsibilities of a CCB is to assess the potential risks and impacts of any proposed changes to the MWGD.
- Reviewing change requests: CCB will review and evaluate change requests from programme and project stakeholders and any completed impact assessments. It will determine the potential impact of the proposed changes, and whether the requested change is feasible and aligns with the MWGD strategic objectives.
- Proposing changes to lessen risks: In addition to reviewing change requests, the CCB may also propose changes to a programme or project stakeholders to mitigate potential risks and improve efficiency.
- Recommending the outcome of the Change Request: The CCB will recommend an outcome - approve, reject, or defer the proposed change

CCB Process

The CCB receives a Change Request form from the programme or project, together with any completed Impact Assessments from other programmes or projects, which are then reviewed in detail. The change(s) requested differ from the baseline requirements set at the approval of the programme or project plan. The CCB will debate the pros and cons of the requested change. Key areas for review will be the impact on scope, delivery timelines, cost, quality & the delivery of the strategic objectives of the MWGD. The Change Threshold Criteria as outlined in the MWGD Change Control Framework will be considered by the CCB.

All members of the CCB will evaluate the request for change. Based on these evaluations, the CCB will then decide on the recommended outcome regarding the change. The recommended outcome will then be communicated to the Programme or Project Manager, the SRO and key stakeholders. The recommendation will be recorded in the Portfolio Change Control Register. The recommendation will need formal approval at GMWB.

Once the change control board has approved a change, the change must be managed through to full implementation. The work required to implement the change must be included in the programme or project delivery plan.

Roles & Responsibilities

Portfolio SRO

The Portfolio SRO will chair the CCB. They will ensure that there is sufficient representation to effectively assess the full impact of the change request being considered. They will take the recommended outcome to the GMWB on behalf of CCB for approval.

Portfolio Director

The manager leads the group, coordinates the activities and oversees all aspects of change. They prioritise the change requests submitted and manage the completion and submission of the impact assessment/s of how the change affects the portfolio. They are responsible for ensuring the MWGD Change Control Framework is followed and that the necessary plans to implement the change are updated into the programme/project delivery plan. They also lead CCB meetings.

Programme or Project Manager

The Programme or Project Manager submitting the change request will outline the details of the requested change, the reasons for the change and level of urgency, the impacts of doing/not doing the change and the level of associated risk. They will also outline the impacts on other programmes or projects as appropriate. Where other programmes or projects are impacted by the change request then the programme or project manager of those programmes or projects will also be able to attend. They will not be recommendation makers.

Programme or Project SRO

The programme or project SRO will provide any additional information over and above that provided by the Programme or Project Manager. Where other programmes or projects are impacted by the change request then the SRO of those programmes or projects will also be able to attend. They will not be recommendation makers.

Recommendation Makers

The members of the CCB will contribute to the recommendation process by contributing their evaluation to the debate. It is intended that the recommendation process will be an inclusive, collaborative one where a consensus can be arrived at. If a consensus cannot be reached on the recommendation by CCB, the Portfolio SRO will be the ultimate decision maker as regards to the recommendation outcome.

Key Stakeholders

Representation will be required at CCB from MWGD PoMO, Local Authority finance, planning, procurement, legal and economy teams together with Regional representation as appropriate, in order to ensure there is a fully understanding of the impact of the requested change.

Programme or Project Team Members

Teams working on the project who have worked closely on the change request and fully understand why the change is required and what the impacts will be should attend CCB. They will also implement, monitor, and respond to any change-related issues so it is important that the CCB members are able to discuss the requested change at this level.

Administration/Communications

- to support the change control framework and ensure its efficient operation
- to ensure that the PoMO advise the applicants of the recommendation outcome

- to ensure that the PoMO advises the programme or project manager that their delivery plan is updated to reflect the work required to implement the change
- that the Portfolio Change Control Register is updated
- that the PoMO submits the recommendation outcome to the GMWB for ratification

Membership

- Portfolio SRO (Chair)
- Portfolio Director (Runs CCB)
- Portfolio Planner
- Finance Representative
- Procurement Representative
- Legal Representative
- Planning Representative
- Economy Representative
- Regional Representative – as required
- Programme Managers – as required
- Project Managers - as required
- Programme/Project SRO – as required
- External Stakeholders - as required

Meeting Schedules

Meetings will be held monthly in advance of GMWB meetings. However, extraordinary meetings will be convened where deemed necessary.

Secretariat

Secretariat for CCB will be provided by the Portfolio Management Office.

Appendix G – Economic Advisory Group – Terms of Reference

Introduction

The Economic Advisory Group (EAG) has a vital role in supporting the Mid-Wales Growth Deal (MWGD) and economic growth across the Mid Wales Region. The role of the EAG is to provide advice to the MGWD on the MWGD Portfolio and its constituent Programmes and Projects that emerge as it develops. Its role is to provide strategic advice and input on ensuring that private sector needs and investment leverage potential are considered when making decisions about funding allocations. The role of the EAG is advisory and an essential part of progressing the MWGD.

The main objectives of the EAG will be to:

- Provide a business voice on the MWGD to the Growing Mid-Wales Board (GMWB)
- Champion the MWGD at a strategic level reflecting the need for investment in the Mid Wales economy.
- Provide business experience and expertise to assist the GMWB to make funding decisions about emerging programmes and projects.
- To positively promote the MWGD within the Mid Wales Business Community.

Responsibilities of the EAG

The key role of the EAG is to provide a business sector view on the MWGD and in particular the programmes and projects that emerge during its lifetime. The EAG will use the Portfolio Strategic Business Case as a basis for assessing the investment needs of the emerging programmes and projects.

Membership of the EAG

The EAG members will be from the private sector and will include representatives from the Mid Wales Region. The Leaders for Powys and Ceredigion will appoint EAG members based on criteria which will include experience and knowledge of the region's needs, leadership qualities and business experience. The Chief Executive officer of each Council or their nominated representative shall be entitled to attend meetings of the EAG as advisers. The Leaders of each Council shall be entitled to attend meetings of the EAG as observers. All EAG members will usually serve a 2-year term at the end of which they may end their term or seek reaffirmation by standing for re-nomination. The EAG will consist of no more than six members. The membership will be drawn from business leaders both within and outside Mid Wales, however, all members will have a knowledge and interest in the growth of the Mid Wales economy. The Council Leaders will have the discretion to appoint additional representatives in exceptional circumstances if it is deemed that this will enhance the work of the EAG.

EAG Leadership

As EAG members will have considerable collective leadership experience and knowledge, the panel will not require a Chair or Vice Chair. The EAG will be made up of no more than 6 members and will report on a regular basis directly to the Leaders and/or SRO's/Chief Executives of the local authorities representing the region. A representative from the EAG will be invited to attend Board meetings on a rotating basis subject to EAG member availability.

EAG Meetings

The EAG will meet a minimum of 4 times per year or more frequently depending on the development of the Growth Deals programmes and projects. Meetings may be facilitated from time to time to assist with information sharing, debate and collective conclusions with facilitation being provided by the GMW team. It is expected that the EAG will provide a collective view on the information presented for comment but if there is a divergence of view it is important that this is communicated in the feedback provided to the GMWB. If any EAG member develops a personal, business or financial interest in any of the programs and/or projects that form part of the MWGD they will immediately step down as an EAG representative and will take no further part in the role of the EAG. It will be for EAG Members to declare any interest at the earliest opportunity. EAG members will be expected to conduct themselves in accordance with the 'seven principles of public life' (known as the Nolan Principles). These principles are set out at the end of this Terms of Reference. Subgroups may be used to consider matters in depth or particular pieces of work. These subgroups may contain membership from both the EAG and other groups. Minutes will be distributed by e-mail as soon after the meeting as possible for comment and will include a record of decisions, actions and discussions. Secretariat will be provided by Powys County Council. The Welsh and English Languages will have equal status, and the EAG will work to the Welsh Language standards set out in this IAA. Meetings of the EAG will be quorate if a minimum of four members are in attendance. Travelling expenses/subsistence will be paid at the Accountable Body rate for attendance at EAG meetings but no other payment or reimbursement will be made.

Communication

The views of the EAG will be communicated to others, including Welsh Government and UK Government, and will also be included in reports to the GMWB and will subsequently be made public. No attribution will be given to any specific member of the EAG. The GMWB may, from time to time, issue communications with businesses in the region on the development of the MWGD which may include the views expressed by the EAG. In such circumstances a draft press release will be circulated to EAG Members to ensure any reference made to the EAG's comments are accurate before being released.

EAG Code of Conduct

Members of the EAG are required to declare any personal or financial interests in any of the business of the EAG meeting at the commencement of meetings. The EAG members will be expected to conduct themselves in accordance with the "seven principles of public life" set out by the Committee Standards in Public Life (the Nolan Committee) these are:

- Selflessness - Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their families or their friends.
- Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- Objectivity - In conducting public business, including making public appointments, awarding contracts or recommending individuals for awards and benefits, holders of public office should make choices on merit.
- Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office.
- Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

- Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Leadership - Holders of public office should promote and support these principles by leadership and example.