



Partnership Working – Protocols (October 2015)

Preamble

The Scottish Cities Alliance (Alliance) was established in December 2011 following the publication of the Agenda for Cities “*Scotland’s Cities: delivering for Scotland.*”¹

The Agenda sets out a vision of:

A Scotland where our cities and their regions power Scotland’s economy for the benefit of all.

The Agenda for Cities was developed by the Scottish Government in collaboration with the Scottish cities to build further on the strengths and opportunities that exist within cities and their regions to attract investment, create growth and support Scotland’s cities to compete internationally, elements of which will be delivered through the Alliance’s Operational Plan².

The Alliance seeks to enable new, more effective, ways of working collaboratively with key stakeholders in both the private and public sector. This document sets out our working practices and our expectations of each other. It exists to maximise the effectiveness of the Alliance.

Related Strategies

In 2015, the Scottish Government published its refreshed Government Economic Strategy³ and Scotland’s International Framework⁴, which reaffirms its commitment to increasing sustainable economic growth and realise opportunities across Scotland’s cities and their regions.

The Leaders of the seven Scottish Cities have also developed and agreed a new “Shared Vision for Scotland’s Success.”⁵ As part of achieving this vision, each city has agreed to lead on the development and delivery of one of seven key areas of responsibility, elements of which will be delivered through the Operational Plan. In taking forward these responsibilities the cities will identify, resource and manage activity in conjunction with the Scottish Government and other agencies as appropriate.

¹ <http://www.gov.scot/resource/doc/365367/0124252.pdf>

² <http://www.scottishcities.org/workstreams/>

³ <http://www.gov.scot/Topics/Economy/EconomicStrategy>

⁴ <http://www.gov.scot/Topics/International/strategy>

⁵ <http://www.scottishcities.org/cities-vision>

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Guiding Principles

1. Alliance decisions will be made for the benefit of cities, their regions and Scotland as a whole. Decisions made by the Alliance will have an impact on the use of public resources, and will be made with a proper regard to securing high quality outcomes.
2. Work undertaken by the Alliance will be able to demonstrate a significant long-term contribution to the delivery of the vision contained within the Agenda for Cities.
3. The Alliance will commit to support and monitor those initiatives that continue to contribute to its objectives.
4. The Alliance will take forward its work programme in an open and inclusive manner, communicating and consulting with its members and any other *ad hoc* working groups convened.
5. Where agreement is difficult due to conflicting ambitions or objectives, the Programme Director will work with Alliance partners and seek to find a compromise that the partners agree represents the best outcome for the Alliance in line with the agreed strategy and objectives and which does not damage the reputation or financial probity of any of the partner organisations. As appropriate, the Programme Director will be supported in carrying out these responsibilities by the Chair of the Leadership Group.
6. The Scottish Government engages with the city Local Authorities through the Alliance and the city Local Authorities, in turn, engage with their neighbouring Local Authorities and regions.
7. The Scottish Government and the Alliance Core Team will work closely to support the entire Alliance

Leadership Group

1. The Leadership Group's function is to provide strategic direction for the Alliance, including agreeing priorities for the delivery of the Alliance's Operational Plan. The Leadership Group comprises the Leaders of the city Local Authorities, their Chief Executive Officers and the Cabinet Secretary for Infrastructure, Investment and Cities. The Economy Conveners of the councils or another appropriate substitute may attend in place of the Leaders as appropriate.
2. Leadership Group meetings will be held in private, however in general, meeting notes will be made public once they are in final agreed form. Exceptions to this may arise on occasion, with the agreement of the Chair.
3. The Chair of the Leadership Group will be a City Leader, appointed by the Leadership Group.
4. The Chair of the Leadership Group will, where appropriate, take a lead role in representing and promoting the Alliance and will ensure that the Cabinet Secretary for Infrastructure, Investment and Cities is updated on City Leaders Group discussions in so far as they relate to the delivery of the Alliance's Operational Plan. The Chair of the Leadership Group will also be responsible for developing and managing the Alliance's relationship with other representatives from both the Scottish and UK Governments.
5. Responsibility for providing the secretariat for the Leadership Group meetings rests with the Alliance Core Team.

City Leaders Group

1. The City Leaders, which comprises the Leaders of the seven cities, will meet independently to discuss city and city region related matters. The Economy Conveners of the councils or another appropriate substitute may attend in place of the Leaders as appropriate.
2. City Leaders may choose from time to time to invite representatives from Scottish, UK government and others to their meetings.
3. Opportunities raised or discussed at a City Leaders meeting, which currently do not align with the Operational Plan, will be explored with the Cabinet Secretary for Infrastructure, Investment and Cities at a subsequent Leadership Group Meeting for delivery through the Alliance's Operational Plan.
4. The City Leaders will oversee the delivery of "Scotland's Seven Cities: A Shared Vision for Scotland's Success" and each of the City Leaders will have a portfolio responsibility for one of the seven key areas of responsibility detailed therein.
5. In carrying out their responsibilities, the City Leaders will seek to build on existing partnerships with both the Scottish and UK Governments which will empower and support the cities in the delivery of long term and sustainable economic growth for Scotland and the UK.
6. Responsibility for providing the secretariat for the City Leaders Group meetings rests with the Alliance Core Team.
7. Following a City Leaders Group meeting, the Alliance Core Team will be responsible for sharing papers from the City Leaders Group meeting with the Scottish Government and the Chair of the Leadership Group will advise the Cabinet Secretary of discussions which take place at City Leaders Group meetings in so far as they relate to the delivery of the Alliance's Operation Plan.

Chief Executive Officers Group

1. The Chief Executive Officers Group, comprising the 7 city CEOs and a senior representative from the Scottish Government, will ensure the strategic development and delivery of the Alliance's Operational plan.
2. The CEOs will work closely with the Programme Director and project leads to monitor progress, reporting to the City Leaders and Leadership Group meeting as appropriate.
3. A CEO will be elected as a spokesperson for the CEO Group and will act as the key point of contact between the Chair of the Leadership Group, the CEOs, the Scottish Government and the Alliance Core Team.
4. The CEO Group will meet prior to scheduled City Leaders and/or Leadership Group meetings and this will be facilitated by the Programme Director.
5. Responsibility for providing the secretariat for the CEO Group meetings rests with the Alliance Core Team.

Delivery Group

1. The Delivery Group comprises senior officials identified by city leaders, Scottish Government officials with policy responsibility for cities and representatives of the Alliance's Core Team. Other representatives from Alliance partners may also be invited to attend.
2. The Delivery Group functions include:
 - a. identifying opportunities where collaboration will yield significant advantage;
 - b. progressing delivery of the Operational Plan
 - c. ensuring that workstreams are appropriately resourced to deliver key projects;
 - d. authorising projects and spend that are within its remit (up to £250,000) and seeking authorisation from the Leadership Group as required; and
 - e. reporting to the CEO Group as it sees appropriate and supporting workstream leads in the development and delivery of Alliance projects and their performance management.
3. The Delivery Group will be chaired by the Programme Director, with each of the Alliance's project leads having the responsibility for reporting into the group on progress and budget.
4. Delivery Group meetings will be held in private, however in general, meeting notes will be made public once they are in final agreed form. Exceptions to this may arise on occasion, with the agreement of the Chair.
5. Responsibility for providing the secretariat for Delivery Group meetings rests with the Alliance Core Team.

Alliance Core Team

1. The Alliance Core team comprises the following members of staff:-
 - Programme Director
 - Policy Manager
 - Communications Officer
 - Administration Officer
2. The primary focus of the Alliance Core Team will be to secure maximum impact and delivery of the cities' aspirations; and to drive and deliver the Operational Plan. The team will be proactive in identifying and bringing new opportunities to the Alliance, and in seeking to elevate the position of Scotland's cities within the wider UK and international context.
3. The Alliance Core Team is also responsible for overseeing the delivery of the Alliance's Operational Plan and associated policy and research requirements; relationship management of Alliance partners and stakeholders; secretariat function for the Delivery and Leadership Group Meetings and scheduling of CEO and City Leaders Meetings; the delivery of the Alliance's communication strategy in accordance with the protocols in Annex A; financial management of the City Investment Fund in accordance with the protocols in Annex B; and maintaining robust project management records for each of the Alliance workstreams.
4. The Alliance Core Team will support the Chair of the Leadership Group in carrying out their role and responsibilities.
5. The Alliance Core Team will liaise with the Scottish Cities Knowledge Centre and other policy sources to ensure the Delivery Group, CEO Group, City Leaders and Leadership Groups have access to expertise, research and best practice on cities' growth agendas.

National Agencies

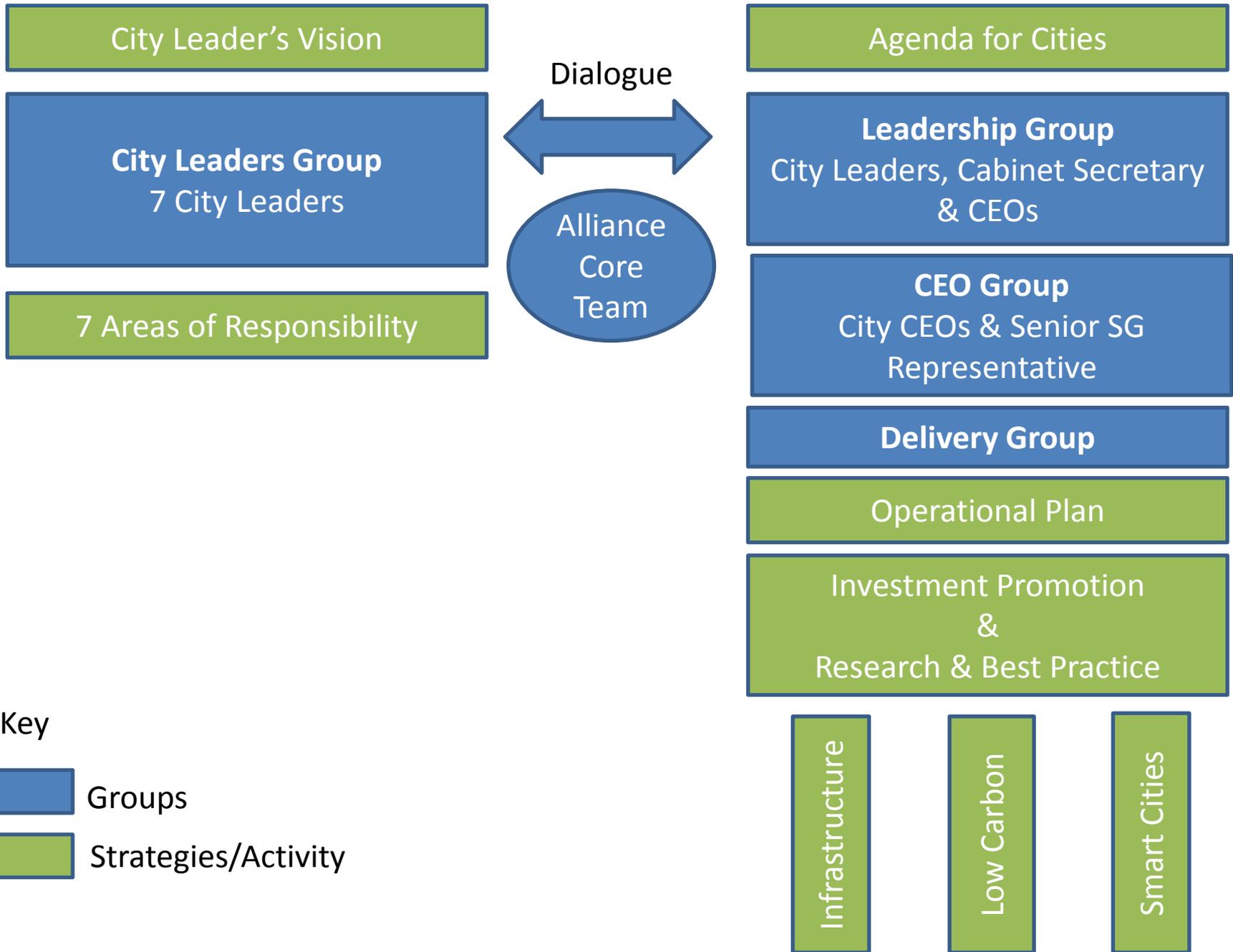
1. The Scottish Government will facilitate access to specialist resources from national agencies as appropriate, including Scottish Development International, Scottish Enterprise, Highlands and Islands Enterprise, VisitScotland, Scottish Futures Trust and Transport Scotland, to help develop collaborative programmes and propositions.

Operational Plan Working Groups

1. Working Groups will be established by the Delivery Group in consultation with the Programme Director to deliver the priority workstreams detailed in the Operational Plan.
2. Resources for the working groups will be drawn from the cities, Scottish Government, and other stakeholders as appropriate. The representatives from the Delivery Group will ensure that the working groups continue to be adequately resourced and coordinated across the partners and the CEOs will provide strategic overview and monitor progress as required on those areas for which they are the project sponsor.

SCDI

1. SCDI hosts the Alliance Core Team and is responsible for maintaining robust financial, IT and HR support for the SCA Core Team. Financial reporting on the Operational budget on a quarterly basis to the Programme Director.
2. As appropriate SCDI will also:
 - Assist the Alliance Core Team with the engagement of wider stakeholders across the private sector;
 - Assisting the delivery of a programme of strategic events/forums under the guidance of the Alliance Core Team to support engagement with the wider economic and business community on the Alliance's Operational Plan activity.



City Leader's Vision

City Leaders Group
7 City Leaders

7 Areas of Responsibility

Dialogue

Alliance
Core
Team

Agenda for Cities

Leadership Group
City Leaders, Cabinet Secretary
& CEOs

CEO Group
City CEOs & Senior SG
Representative

Delivery Group

Operational Plan

Investment Promotion
&
Research & Best Practice

Infrastructure

Low Carbon

Smart Cities

Key



Groups



Strategies/Activity

Scottish Cities Alliance – Cities Investment Fund

Cities Investment Fund

The Scottish Government established a £7 million Cities Investment Fund to support the work of the Alliance.

The Cities Investment Fund is designed to accelerate the pace of investment in cities by:

- developing programmes which lever in other funding - either private finance or European funding; and
- supporting collaborative programmes between cities (including their regions) which will develop large-scale projects.

The fund may only be used to support programmes of work which help deliver the outcomes of the Scottish Cities Alliance as set out in “Scotland’s Cities: Delivering for Scotland”. Payments must meet principles of operation agreed by the Scottish Cities Alliance.

In essence, the leadership group will set the criteria against which proposals for the fund will be considered, provide strategic direction, and hold the delivery group to account by scrutinising budgets and spend. The CEO Group may also give direction to the Delivery Group as appropriate on how they would like to see the Fund used to deliver strategic objectives in the Operational Plan. The Delivery Group will decide on individual projects.

Principles of operation

The Cities Investment Fund may be used to support projects which:

1. Align with the priorities of Scotland’s Economic Strategy and those of the Scottish Cities Alliance as set out in “Scotland’s Cities: Delivering for Scotland”.
2. Can demonstrate benefit to Scotland
3. Involve collaboration by all the cities
4. Will deliver a tangible outcome in terms of increased:
 - a. Investment; and/or
 - b. Jobs; and /or
 - c. Businesses.
5. Demonstrate additionality by either:
 - a. Delivering scale that would not otherwise be possible; and/or
 - b. Attracting funds that would not otherwise invest in Scotland; and/or
 - c. Sharing risk and best practice.
6. Where practicable, deliver community benefit and jobs for young people
7. May be pathfinder or pilot projects for a much bigger programme of work
8. Are legal and state aid-compliant

Scottish Cities Alliance – Cities Investment Fund

Application of principles: Roles, Responsibilities and Process

Scottish Cities Alliance Leadership Group (Leadership Group)

1. The Leadership Group will agree the principles of operation of the Cities Investment Fund.
2. As part of its overall role to provide strategic direction, it will scrutinise budgeting and spend on a regular basis to satisfy itself that the fund is being used appropriately to deliver the aims of the Scottish Cities Alliance.

Scottish Cities Alliance Delivery Group (Delivery Group)

1. The Delivery Group will manage the Scottish Cities Alliance's programme of activity and, on a case by case basis, identify proposals for specific work programmes to access the Cities Investment Fund.
2. At all times, the Delivery Group will seek to ensure that the impact of the Cities Investment Fund is maximised by prioritising those programmes which will deliver the greatest impact. The CEO Group may give direction to the Delivery Group as appropriate on how they would like to see the Fund used to deliver strategic objectives in the Operational Plan.
3. On a case by case basis, the Delivery Group will determine whether or not a proposed use of the Cities Investment Fund meets the agreed principles of operation.
4. The Delivery Group will satisfy itself that the proposed funding package is consistent with the duties of Best Value and that it does not displace spend that a Local Authority or other public sector body would otherwise have undertaken.
5. Where the Delivery Group is satisfied that the agreed principles of operation are met, it will approve a funding package and authorise the release of funds. If the budgeted funding package exceeds £250,000, it will additionally seek approval from the Leadership Group before authorising release of funds.
6. The Delivery Group will ensure that decisions on the use of the Cities Investment Fund are taken in a transparent manner.
7. On a regular basis (quarterly, or more frequently if it is considered that the scale of the spend warrants a more frequent update), the Delivery Group will provide the Leadership Group with budget estimates and spend to date so that the Leadership Group can satisfy itself that the fund is being used appropriately to deliver the aims of the Scottish Cities Alliance.
8. The Delivery Group will ensure that projects and spend are subjected to robust evaluation.

City of Edinburgh Council

9. The City of Edinburgh Council will hold the fund on behalf of the Scottish Cities Alliance and, acting as agent, administer the payments as directed by the Delivery Group.
10. It will also provide quarterly budget reports and annual reconciliations.

Scottish Cities Alliance – Cities Investment Fund

Detailed Processes

The following detailed processes have been developed to assist more effective working. These will be kept under review and updated and augmented as required as the Alliance matures and evolves. Each has been constructed so as to be able to be used as a stand-alone document.

Annex A: Communications

A detailed communications protocol sets out an agreed set of standards and processes for the management of reactive and proactive media, communications, and events.

Annex B: Financial Management of the Cities Investment Fund

Detailed processes set out how the fund can be accessed, how the decision-making will be recorded for audit purposes and how budgeting and expenditure will be monitored and tracked.

Annex C: Investment Promotion

Detailed processes set out an agreed set of standards and processes among the partners for taking forward the Action Plan contained in the Investment Promotion Strategy.

Scottish Cities Alliance – Cities Investment Fund

Scottish Cities Alliance – Detailed Processes

Annex A: Communications

Communications Protocol between the Scottish Cities Alliance Partners, SCDI, Scottish Cities Knowledge Centre and the Cities Investment

Introduction

1. The Scottish Cities Alliance (The Alliance) is a partnership of the 7 Scottish cities and the Scottish Government, facilitated by the SCDI. It provides a framework for effective collaboration and attracting investment aimed at getting more investment, jobs and businesses into our cities and their regions and helping Scotland's Cities compete more successfully on the international stage. All involved have an interest in maximising publicity for the activities and successes of the Alliance and recognise the benefits of the communication being consistent in message and coordinated in delivery.

Protocol

2. This protocol is intended to establish an agreed set of standards and processes between the partners for the management of communications for the Scottish Cities Alliance. The protocol should be read in conjunction with the "Scottish Cities Alliance Communications Strategy." It is intended to cover the management of all reactive and proactive media, and communications, project proposals and Cities events, described below as "communications activity".

Principles

3. All parties are committed to working together in an open, transparent and collaborative manner to deliver an effective communications programme for the Alliance.
4. Where situations arise and agreement is difficult due to conflicting ambitions or objectives, the Alliance's Programme Director will seek to find a compromise that represents the best outcome for the Alliance.
5. All parties will endeavour to give all other partners as much notice as practicable of Alliance related communications activity, or other activity that might be linked to the Alliance by the media or other external parties.
6. It is recognised and accepted that all parties need not play a central role in every communication activity and each commits, wherever possible, to sharing communications plans with the Alliance Communications Officer in time for a discussion to be had regarding the planned activity.
7. The Delivery Group will adopt a 'politically neutral' approach to communications and it is the responsibility of officers attending the Delivery Group on behalf of their organisation to manage any necessary approvals, consultation or sign-off processes within their organisation in relation to particular communications.
8. Individual organisations will not make statements on behalf of the Scottish Cities Alliance in relation to their position on matters of policy or strategic direction until the process set out within this protocol has been followed and a consensus position agreed.

Process

9. The forum for longer term planning or the initial coordination of sensitive issues will be the Delivery Group. Other stakeholders will be invited to attend as required.
10. The lead partner or Alliance Communications Officer will issue a draft communication to all partners with a set timescale for comment. Further guidance on timescales can be found in the Communications Strategy.

Scottish Cities Alliance – Detailed Processes

Annex A: Communications

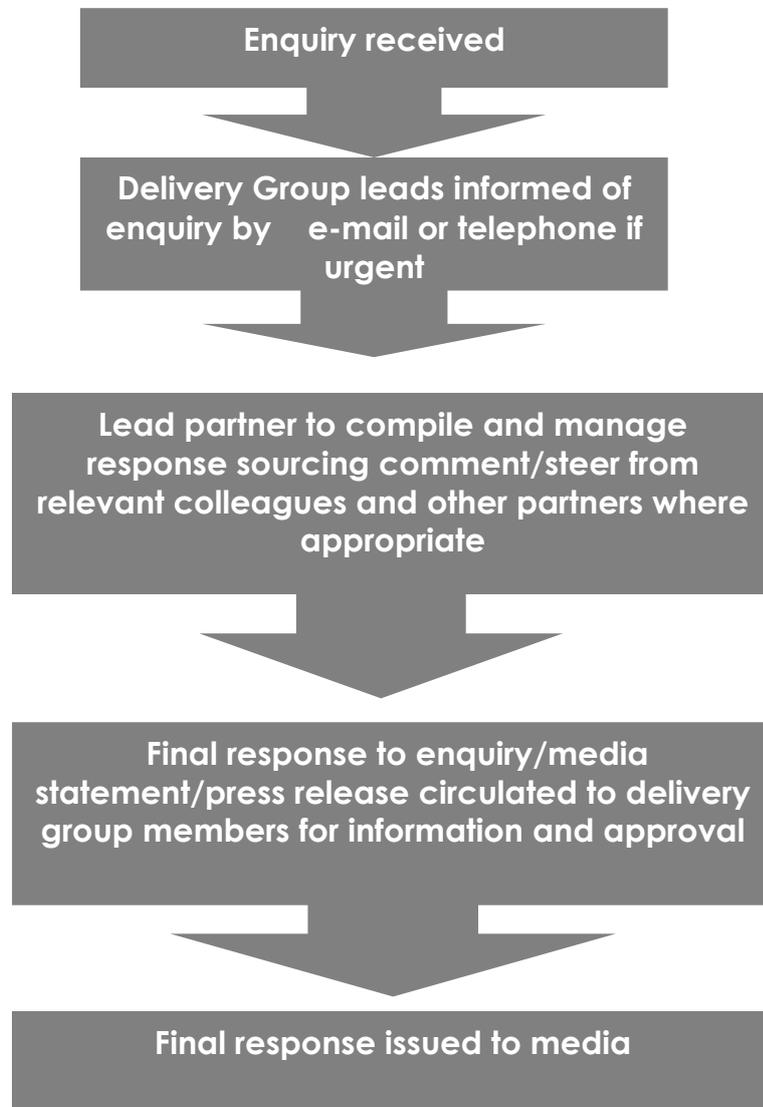
11. It is the responsibility of the Delivery Group partner (or their delegated representative) in conjunction with the Alliance Communications Officer to co-ordinate a response to this communication on behalf of their organisation.
12. Where they are unable to achieve this within the timescales required they will immediately inform the lead partner. The lead partner or the Alliance Communications Officer will make all reasonable efforts to secure a response; however, no response from an organisation within the timescales set out for approval will be considered endorsement.
13. Where an organisation cannot provide approval, then the lead partner or Alliance Communications Officer will consult with colleagues within the Delivery Group and the Alliance's Programme Director and seek to find a common approach.
14. There should be a clear lead partner for each communication activity. By default this will be the Alliance's Communications Officer.
15. Day-to-day media activities will be coordinated in line with the principles set out in this protocol and the Communications Strategy, by the Communications Officer working with members of the Delivery Group, or their respective colleagues.
16. Short term, urgent issues will be coordinated through the Communications Officer phoning a representative of each City and the Scottish Government, or by a conference call.
17. Delivery Group decisions may be taken at meetings, in correspondence or by phone.
18. All Alliance communications activity will be badged with the Alliance logo and website and include the contact details of the partners involved as appropriate.

Communication Objective

19. Ultimately all communications should work towards the shared vision set out in "Scotland's Cities: Delivering for Scotland":
 - **"A Scotland where our cities and their regions power Scotland's economy for the benefit of all."**

**Scottish Cities Alliance – Detailed Processes
Annex A: Communications**

Media enquiries – model process



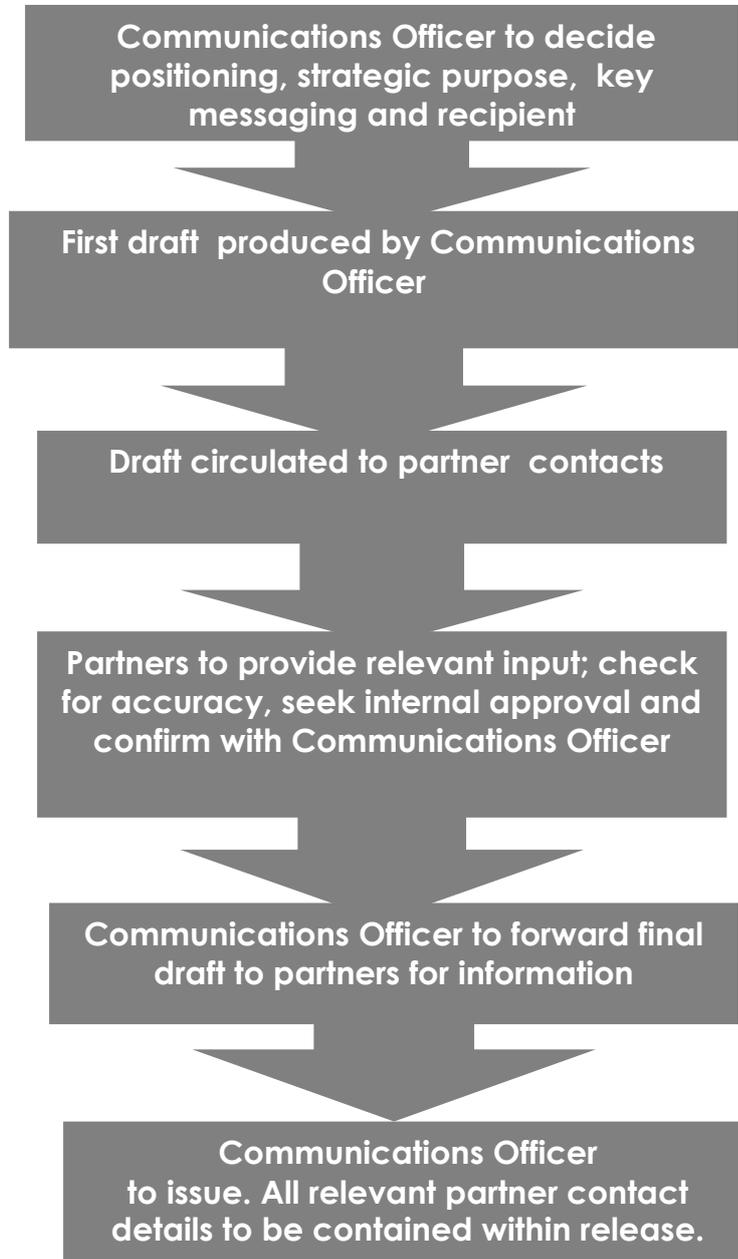
**Scottish Cities Alliance – Detailed Processes
Annex A: Communications**

Creation of media announcements/event or photocall planning – model process



**Scottish Cities Alliance – Detailed Processes
Annex A: Communications**

Creation of Alliance letters/communications – model process



Scottish Cities Alliance – Detailed Processes

Annex B: Financial Management of the Cities Investment Fund

Decision-making governance and use of the Cities Investment Fund:

This forms part of, and should be read in the context of, the overarching Partnership Working statement of the Scottish Cities Alliance (the Alliance).

Introduction

Decisions made by the Alliance will have an impact on the use of public resources, hence need to be made with a proper regard to securing high quality outcomes.

The robust processes set out here for the Cities Investment Fund should be adopted for decisions **whether or not** the Cities Investment Fund is used to accelerate projects.

The Delivery Group sits at the heart of the Alliance and its functions include:

- a. identifying opportunities where collaboration will yield significant advantage;
- b. establishing and resourcing working groups to explore and develop the opportunities;
- c. authorising projects and spend that are within its remit and seeking authorisation from the Leadership Group as required; and
- d. ensuring delivery of priority projects.

The Delivery Group will take direction from the CEO Group, and report to, the Leadership Group as set out in the partnership working statement.

Decision making processes

1. Delivery Group will consider potential collaborative ideas and opportunities in the context of the principles of operation for the Cities Investment Fund. A standard Project Approval Application (PAA) form will be used to bring ideas to Delivery Group for consideration (Appendix 1).
2. Project Approval Application Forms must be submitted to the Programme Director for consideration in relation to the wider Alliance programme before they are circulated to the Delivery Group for approval. Where the intention is to table the PAA Form at a Delivery Group or Leadership Group meeting for approval, the form must be submitted to the Programme Director no later than 2 weeks prior to the meeting. PAA forms can only be submitted for approval by a city and a lead officer within that city must be identified at the point of submission to lead the project if it is approved.
3. It is not sufficient for a majority of partners to agree funding approval. Decisions require a consensus to be reached, with no explicit objection. Where this presents a difficulty it will be part of the strategic facilitation role of the Programme Director to develop a consensus.
4. Once a PAA Form has been approved, the appointed city lead officer becomes accountable for the propriety of resource use, including any spend, making sure that this follows all the required procedures (Best Value, State Aid compliant, open tender/procurement, open to SMEs, etc). Individuals work within the procedures of their own Local Authorities with any funds being released by City of Edinburgh Council to meet the payment schedule. The Delivery Group is responsible for agreeing a schedule for the drawdown of approved project funds. Up to 80% of agreed funds may be drawn down following approval, and dates agreed for remaining drawdown up to the final 20% of the project covering the lifetime of the activity. The remaining 20% held back until successful completion of the project. Forms for this are attached.

Scottish Cities Alliance – Detailed Processes
Annex B: Financial Management of the Cities Investment Fund

5. The city lead officer is responsible for timeously submitting Drawdown Application Forms for the drawdown of approved funds in accordance with the approved drawdown schedule (Appendix 2).
6. City lead officers are required to provide Quarterly Update reports on progress and spend to the Programme Director. (Appendix 3).
7. Delivery Group is responsible for securing Leadership Group approval for its actions as required by the partnership working statement.
8. A Quarterly Update Report Summary will be tabled for discussion at Delivery Group meetings. Delivery Group is responsible for assuring itself that projects are making progress; if a project is failing, then Delivery Group will pause it and take stock, advising Leadership Group as required and again, recording this formally in the meeting note.
9. A breakdown of budget spend will be tabled at Delivery Group meetings every quarter. Delivery Group will be responsible for ensuring that the breakdown of budget spend reported is an accurate reflection of the budget expenditure across all active projects prior to the budget being tabled at a Leadership Group meeting.
10. Upon completion of the project, the city lead officer will be required to submit an Outcome Report to the Programme Director detailing outcomes and outputs achieved, recommended next steps and actual expenditure before drawdown of the final instalment of approved funding can be made (Appendix 4).

Scottish Cities Alliance – Detailed Processes
Annex B: Financial Management of the Cities Investment Fund

CITIES INVESTMENT FUND (CIF) – FINANCIAL PROCEDURES OVERVIEW

The following guidance note sets out the main financial procedures and associated record-keeping requirements for the Cities Investment Fund (CIF). The contents should be read in conjunction with the Scottish Cities Alliance protocols document approved by Leadership Group on 22 August 2012 and amended DATE.

Should clarification be required on any aspect of the contents of this note or other issue relating to the financial administration of the Fund, please do not hesitate to contact Paulene Fender, Accountant, The City of Edinburgh Council, paulene.fender@edinburgh.gov.uk, (0131) 469 3443.

Background and responsibilities

While the principal focus of this document is on the reporting and record-keeping requirements incumbent upon lead authorities for projects supported by the CIF, it is felt helpful to reiterate the respective responsibilities of the parties involved. These are as follows:

- The **Leadership Group** agrees the broad principles and parameters within which the Fund operates and in discharging this role scrutinises budgeting and actual spend on a regular basis, principally through receipt of quarterly financial monitoring reports from the Delivery Group. In addition, specific Leadership Group approval is required for all requests for funding in excess of £250,000;
- The **CEO Group** has responsibility for ensuring the strategic development of the Alliance's Operational Plan and may give direction to the Delivery Group as appropriate on how they would like to see the Fund used to deliver strategic objectives in the Operational Plan.
- The **Delivery Group** assesses project applications in accordance with the targeted outcomes of the Fund and may approve applications for funding of up to £250,000. In making this assessment, the Group has a responsibility to satisfy itself that the proposed funding package for the initiative concerned is consistent with the duties of Best Value and, in particular, does not merely displace funding that would otherwise have been provided through another source. In addition, the Group will consider, on at least a quarterly basis, details of project approvals and spend to date against these approved projects, reporting accordingly to the Leadership Group;
- **The City of Edinburgh Council**, as agent for the Scottish Cities Alliance, will make payments to approved projects in accordance with the recommendations of the Delivery and/or Leadership Group. In addition, Council staff will provide quarterly monitoring reports to the Delivery Group and maintain up-to-date records to allow, taking into account known commitments, the Fund balance to be discerned at any time;
- **Project lead authorities** will provide relevant details and/or complete relevant documentation to facilitate prompt drawdown and payment of funding due to relevant projects, as well as maintaining appropriate supporting accounting and other financial records to serve as an appropriate audit trail for sums met from the CIF.
- The **Scottish Government** Cities Team should be copied into all exchanges relating to financial administration of the Fund.

Scottish Cities Alliance – Detailed Processes
Annex B: Financial Management of the Cities Investment Fund

Payments to approved projects

Payments to qualifying projects will only be made upon receipt of formal written approval from the Delivery Group and/or Leadership Group. For those projects where total funding of less than £250,000 is sought, approval may be provided by the Delivery Group; above this level, Leadership Group approval is also required.

Upon approval, the city lead officer will be contacted by e-mail and, subject to provision of relevant bank details, payment of funding will be made in accordance with the schedule for drawdown of approved project funds by means of Clearing House Automated Payment System (CHAPS) transfer. A pro-forma to capture these details (see Appendix 2) should be completed, authorised by the city lead officer and submitted to Paulene Fender, paulene.fender@edinburgh.gov.uk. Upon receipt of the completed form, payment will then be made within three working days.

Subject to the Delivery Group's assessment of project progress and contribution towards the aims and objectives of the SCA, upon submission of an Outcome Report, a remaining payment of up to 20% of the initial estimated CIF contribution will be made (Appendix 4 contains a pro-forma to be used for this purpose).

It should specifically be noted that:

- Total support paid to a project will be the lower of the initial approved CIF award and the actual final cost incurred;
- Other than in exceptional circumstances, in order to maximise the leverage of the Fund, total payments will be capped at the approved CIF level, with any shortfall requiring to be met either by the lead authority or through accessing other funding sources.

Quarterly Fund monitoring

In order to provide the Delivery Group with quarterly reports on Fund approvals and project progress, responsible officers will be asked to submit Quarterly Update Reports showing the actual level of expenditure incurred to date and anticipated outturn for each supported project across the headings included in the initial application (Appendix 3). This statement should be authorised by the Section 95 officer for the authority concerned and include a note of any instances where the projected income or expenditure is materially different from the level underpinning initial approval.

These statements will be consolidated by The City of Edinburgh Council and a quarterly summary, including a statement on the overall fund balance, then reported to the Delivery Group as noted above. With this reporting timescale in mind, prompt submission of the details concerned would be appreciated.

Record-keeping by lead authorities

While details of spend to date and projected outturn will be consolidated and reported centrally, responsibility for appropriate record-keeping and documentation rests with the lead authorities concerned. In so doing, due regard should be had to local Finance Rules and/or Regulations and financial good practice; the advice of internal audit functions may be particularly helpful in clarifying requirements in this regard.

Scottish Cities Alliance – Detailed Processes
Annex B: Financial Management of the Cities Investment Fund

Relevant documentation and records, including invoices, receipts and evidence of compliance with relevant procurement legislation, should be maintained within the lead authority. While it is not the expectation that activities supported by the Fund will specifically be audited, supporting records and claims should nonetheless be of an auditable standard. In addition, records and monitoring should be such that they allow prompt notification of spend to date and projected outturn in accordance with the above quarterly reporting requirements.

VAT

Lead authority officers should ensure that all claims for funding are made net of VAT.

Year-end accounting treatment

The Scottish Government has provided written authority for unspent sums received by lead authorities in respect of approved projects to be carried forward between financial years in the financial statements of that authority.

See Appendices 1-4 (attached).

Cities Investment Fund - APPENDIX 1
Project Application Approval Form

| | |
|---|--|
| Project Title : | |
| Strategy Theme (eg Sustainability) : | |
| Cities Involved : | |
| Lead Authority : | |
| Submitted by : (responsible Officer making claim) : | |
| Date of submission : | |

| |
|--|
| SELECTION CRITERIA (ie why has this been chosen?) : |
| |

| |
|---|
| Outline of Proposed Work (including workplan, outputs, timescales and public/private partners involved): |
| |

| |
|---|
| Anticipated Outcomes & Outputs : (e.g. additional GVA, jobs, attraction of additional funding, other) |
| |

RISKS :

| |
|--|
| |
|--|

Costs :

| | |
|---------------------------------------|--|
| Proposed Drawdown Schedule : | |
| Initial Instalment (up to 80%) : | |
| Further Drawdown Dates : | |
| Anticipated Project Completion date : | |

| | |
|-----------------------|--|
| Approved : | |
| If yes, Approved by : | |
| Date of approval : | |

| PRINCIPLES | COMMENT |
|---|---------|
| 1. Alignment with the priorities of the Government Economic Strategy and those of the Scottish Cities Alliance as set out in “Scotland’s Cities : Delivering for Scotland”. | |
| 2. Benefit to Scotland. | |
| 3. City Involvement. | |
| 4. Anticipated outcomes : a) Investment; and/or b) Jobs; and/or c) Businesses. | |
| 5. Additionality : a) Delivering scale that would not otherwise be possible; and/or b) Attracting funds that would not otherwise invest in Scotland; and/or c) Sharing risk and best practice. | |
| 6. Community benefit and jobs for young people. | |
| 7. Is this a pathfinder or pilot project for a much bigger programme of work? | |
| 8. Legal, state aid and best value commentary. | |

| ESTIMATED PROJECT COSTS | 2012 / 13 £ | 2013 / 14 £ | 2014 / 15 £ | 2015 / 16 £ | 2016 / 17 £ | Total £ |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------|
| Employees | | | | | | |
| Other Costs | | | | | | |
| TOTAL COSTS | | | | | | |
| ANTICIPATED FUNDING | | | | | | |
| a) Funding provided by Cities / regions | | | | | | |
| b) Funding provided by SG / National Agencies | | | | | | |
| c) Other funding | | | | | | |
| d) Income stream (if any) | | | | | | |
| e) Funding sought from Cities Investment Fund (ie total costs less sum of a) to d) below) | | | | | | |
| TOTAL | | | | | | |

Cities Investment Fund - APPENDIX 2
Scottish Cities Alliance – Detailed Processes
Annex B : Financial Management of the Cities Investment Fund

DRAWDOWN APPLICATION FORM

Scottish Cities Alliance Application for Payment Project Funding :

| | |
|--|--|
| Project Title : | |
| Strategy Theme : | |
| Lead Authority : | |
| Responsible Officer making claim : | |
| Date of Delivery Group Approval : | |
| Date of Leadership Group Approval (if applicable) : | |
| Initial Instalment / Drawdown no. : | |

Level of Funding Approved :

| Final Cost of Project : £ | £ |
|---|----------|
| Comprised as follows : | |
| Employees | |
| Operational | |
| Specific Projects | |
| Less external funding contributions | |
| Net project cost | |
| Amount requested (up to 80% payable upon project approval) | |
| Balance of Funding due : | |

PAYMENT DETAILS

| | |
|---|--|
| Name / address of bank : | |
| Sort Code : | |
| Account Number : | |
| Account Name : | |
| Amount : | |
| Payment narrative (will appear as part of electronic payment) : | |

For CEC use only (to be completed when payment method confirmed) :



scottishcitiesalliance

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**Cities Investment Fund – APPENDIX 3
Project Application – Quarterly Update Report**

| | | | |
|--|--|------------------|--|
| Project Title : | | | |
| Strategy Theme : | | | |
| Lead Authority : | | | |
| Responsible Officer : | | | |
| Synopsis of Project <i>(detailed in PAA)</i> | | | |
| Date from : | | Date to : | |

| |
|---|
| Progress Update for period (reference to milestones identified in PAA) : |
| <ul style="list-style-type: none">••••• |

| |
|---|
| Work Planned for the next period : |
| <ul style="list-style-type: none">•••••• |

| |
|---|
| Dependencies : Information or outputs required from, or by third party : |
| |

| |
|---|
| Issues for consideration by Delivery Group, including spend profile and progress on milestones : |
| <ul style="list-style-type: none"> • • • |

BUDGET

| Approved: | Spend to Date: | Committed Spend: | Scheduled Drawdowns: |
|-----------|----------------|------------------|----------------------|
| | | | |

Cities Investment Fund – APPENDIX 3
Scottish Cities Alliance – Detailed Processes
Annex B : Financial Management of the Cities Investment Fund

Quarterly Statement of Net Project Expenditure Incurred for 3 months to :

Lead Authority :

Project Title :

| EXPENDITURE : | Level of Project Approval | Expenditure incurred / income received to : (closing date of previous quarter) | Expenditure incurred / income received in quarter to :..... | Projected Final Project Outturn |
|--------------------------|----------------------------------|---|--|--|
| EMPLOYEES | (pre-populated) | (pre-populated) | | |
| OTHER COSTS | (pre-populated) | (pre-populated) | | |
| TOTAL EXPENDITURE | (pre-populated) | (pre-populated) | | |

| INCOME | | | | |
|--|-----------------|-----------------|--|--|
| FUNDING PROVIDED BY CITY REGIONS | (pre-populated) | (pre-populated) | | |
| FUNDING PROVIDED BY SG / NATIONAL AGENCIES | (pre-populated) | (pre-populated) | | |
| INCOME STREAM | (pre-populated) | (pre-populated) | | |
| TOTAL INCOME | (pre-populated) | (pre-populated) | | |

Comments, where net projected Income / Expenditure materially differs from level of Project Approval :

CERTIFIED ON BEHALF OF LEAD COUNCIL BY SECTION 95 OFFICER :

NAME :

POSITION :

Cities Investment Fund – APPENDIX 4
Project Application – Outcome Report

| | | | |
|--|--|------------------|--|
| Project Title : | | | |
| Strategy Theme : | | | |
| Lead Authority : | | | |
| Responsible Officer : | | | |
| Synopsis of Project <i>(detailed in PAA)</i> | | | |
| Date from : | | Date to : | |

| |
|---|
| Anticipated Outcomes & Outputs in PAA form(s) : <i>(e.g. additional GVA, jobs, attraction of additional funding, other)</i> |
| <ul style="list-style-type: none"> • • • • • • |

| |
|---|
| Actual Outcomes & Outputs Delivered : <i>(e.g. additional GVA, jobs, attraction of additional funding, other)</i> |
| <ul style="list-style-type: none"> • • • • • • |

| |
|---|
| Anticipated Outcomes & Outputs, not delivered, and why : |
| <ul style="list-style-type: none"> • • • |

Next Steps & recommendations for future SCA activity :

-
-
-

BUDGET

| Approved: | Actual Spend: | Underspend: | Comments: |
|------------------|----------------------|--------------------|------------------|
| | | | |

Cities Investment Fund – APPENDIX 4
Scottish Cities Alliance – Detailed Processes
Annex B : Financial Management of the Cities Investment Fund

DRAWDOWN APPLICATION FORM

Scottish Cities Alliance Application for Payment Project Funding :

| | |
|--|--|
| Project Title : | |
| Strategy Theme : | |
| Lead Authority : | |
| Responsible Officer making claim : | |
| Date of Delivery Group Approval : | |
| Date of Leadership Group Approval (if applicable) : | |
| Initial Instalment / Drawdown no. : | |

Level of Funding Approved:

| Final Cost of Project : £ | £ |
|---|----------|
| Comprised as follows : | |
| Employees | |
| Operational | |
| Specific Projects | |
| Less external funding contributions | |
| Net project cost | |
| Amount requested (up to 80% payable upon project approval) | |
| Balance of Funding due : | |

PAYMENT DETAILS

| | |
|---|--|
| Name / address of bank : | |
| Sort Code : | |
| Account Number : | |
| Account Name : | |
| Amount : | |
| Payment narrative (will appear as part of electronic payment) : | |

For CEC use only (to be completed when payment method confirmed) :

Scottish Cities Alliance – Detailed Processes

Annex C: Investment Promotion

Investment Promotion Protocol among the Scottish Cities Alliance Partners

Introduction

1. The Scottish Cities Alliance (The Alliance) is a partnership of the 7 Scottish cities and the Scottish Government. It provides a framework for effective collaboration and attracting investment aimed at getting more investment, jobs and businesses into our cities and their regions and helping Scotland's Cities compete more successfully on the international stage.

Protocol

2. The Alliance Leadership Group approved the Alliance's Investment Promotion Strategy (The IP Strategy) on 25th February 2016. This protocol is intended to establish an agreed set of standards and processes among the partners for taking forward the Action Plan contained in the IP Strategy. This protocol should be read in conjunction with the IP Strategy and the Scottish Cities Alliance Communications Strategy (Communications Strategy) and specifically relates to :
 1. Commitments by the Cities to input to a common Client Relationship Management system (CRM system) to manage leads, enquiries, and prospects generated as a result of Alliance Investment Promotion Activity.
 2. The development of the Communications Strategy to reflect activity being taken forward as part of the IP Strategy.
 3. The development and management of an online portfolio of robust investment propositions (The Pitch Book).
 4. The development and management of the Alliance's website (www.scottishcities.org.uk) to support the IP Strategy and Communications Strategy.
 5. The processes for generating, exploring and disseminating investment leads and the mutual and reciprocal management thereof.
 6. The associated commitments required of Alliance partners participating in Alliance Investment Promotion Activity.

Terms of Reference

Investment Promotion Team (IP Team) – refers to both the Investment Promotion Manager and Investment Co-ordinator

Investment Promotion Working Group (IPWG) – refers to those officers nominated by the Alliance partners to work collaboratively with the IP Team to deliver the IP Strategy.

Cities – refers to Aberdeen City Council, Dundee City Council, The City of Edinburgh Council, Glasgow City Council, Highland Council (Inverness), Perth and Kinross Council (Perth) and Stirling Council.

Alliance Investment Promotion Activity – refers to Activity which is led, resourced or financed by the Alliance and or Investment Promotion Team in furtherance of delivering on the mutually held aims and objectives of the Alliance partners set out in the Investment Promotion Strategy.

The Pitch Book – is the online portfolio of current and robust investment propositions across the cities and their regions hosted on the Alliance website

City Specific Enquiry – refers to an enquiry generated by SCA IP activity with stated interest on a specific city or cities.

Non-City Specific Enquiry – refers to an enquiry generated by SCA IP Activity with no specific stated interest on any one city or cities.

Top Level Lead/Enquiry Detail and Information – refers to the contact and project details of Leads and Enquiries generated through SCA IP activity. (Name, company, address, telephone number, email, brief note of nature of enquiry.)

Investment Promotion Activities Covered By Alliance Protocol

1. CRM System

To enable monitoring and evaluation of the Alliance IP Strategy and Communications Strategy with a view to refining and informing the future direction of Alliance Investment Promotion Activity it is agreed that:

- The Investment Promotion Team will record, track and manage leads, enquiries and prospects generated as a result of Alliance Investment Promotion Activity via a CRM system commonly accessible by the Cities.
- The CRM system will enable the Cities to record enquiries within their own discrete and protected areas in the database to which only they will have access and which will not be accessible by any other city.
- The CRM system will provide the Cities, Investment Promotion Team and the Alliance's Core Team with access to top level detail and information as agreed by the Delivery Group.
- The Cities will ensure that as a minimum, the top level lead/enquiry detail and information agreed by the Delivery Group is input to the CRM system and that this information is kept up to date immediately in advance of and following attendance at or participation in Alliance Investment Promotion activity.
- The Alliance Investment Promotion Team will collaborate with the cities to roll out the CRM System appropriately and that training is given to the Cities in the use of the common CRM system and ensure that Data Protection requirements approved by the Alliance Delivery Group are put in place and maintained.

2. Communications Strategy Update (Investment Promotion)

To enable the Communications Strategy to support the development and delivery of the IP Strategy, it is agreed that:

The Alliance partners will share information about planned Investment Promotion Communications Activity with the Communications Manager to allow the Communications Manager to develop a Communications Plan which adds value to existing planned Communications activity across the partners and pursue additional Communications opportunities agreed by the Investment Promotion Group.

The Alliance partners are responsible for ensuring information published on the Alliance website or in publications used at investment promotion events is kept up to date and timeously advising the Communications Manager of updates as required.

3. Management of an Online Pitch Book

To ensure the Pitch Book contains current and robust investment propositions across the cities and their regions it is agreed that:

- The Alliance Investment Promotion Team will work with the Alliance partners to develop the pitch book as a fully searchable online resource articulating all qualifying propositions from the Cities and their regions. The Pitch Book will be hosted on the Alliance's website www.scottishcities.org.uk
- A qualifying proposition is one that meets the criteria set out in the proposition template in Appendix A. The Investment Promotion Manager will assess and determine those projects that meet the qualifying criteria to be included in the Pitch Book. Where a project is not deemed to fit the criteria, the Alliance Programme Director will assist the Alliance partners where necessary to reach agreement about whether it should be included or not.
- The Investment Promotion Manager will liaise with colleagues on the Investment Promotion Working Group to ensure all relevant qualifying propositions are included in the Pitch Book. The Cities will be responsible for ensuring information in the Pitch Book is updated a **minimum of two weeks** in advance of attendance at or participation in Alliance Investment Promotion Activity and in accordance with the timescales for updates agreed by the Investment Promotion Working Group.
- The Investment Promotion Manager will engage with key stakeholders, who are also working to attract capital investment for projects of scale to Scotland, to ensure all relevant qualifying propositions are given the opportunity to be included in the Pitch Book.

4. Management of Investment Promotion Collateral on the Alliance Website

To enable the Alliance to develop a high-quality website which promotes Scotland's cities as internationally competitive investment locations and stimulates interest in the Alliance's investment offer, it is agreed that;

- The Communications Manager and the Investment Promotion Manager will be responsible for ensuring that Investment Promotion messaging and the Alliance website is updated regularly and that the Alliance website signposts users to the Alliance partners own investment websites as well as the websites of other key stakeholders as appropriate.
- The Alliance partners will be responsible for ensuring information on the Alliance website is updated in advance of attendance at or participation in Alliance Investment Promotion Activity and in accordance with the timescales for updates agreed by the Investment Promotion Working Group.

5. Commitments from Partners participating in Alliance funded/managed Investment Promotion Activities

When participating in Alliance led IP activity it is agreed:

- The Investment Promotion Team and the Communications Manager will work with the Investment Promotion Working Group and other key stakeholders to develop and agree an evolving programme of Alliance Investment Promotion activity which will enable the Alliance to deliver on the strategic priorities in the IP Strategy.

The programme of Alliance Investment Promotion Activity will be reviewed regularly by the Investment Promotion Team and Communications Manager in line with the Monitoring and Evaluation framework. Following evaluation, the Investment Promotions Team and Communications Manager will discuss revisions to the programme as appropriate with the Investment Promotion Working Group.

- Cities participating in Alliance Investment Promotion Activity will ensure as a minimum the the top level detail and information agreed by the Delivery Group will be input to the CRM system and work with the Communications Manager to coordinate joint press releases on success stories related to a cities participation in Alliance Investment Promotion Activity.
- In advance of the Investment Promotion Team confirming the Alliance’s attendance or participation at a particular event, the Alliance partners will be asked to confirm who from their organisation will be attending the event. Upon the Alliance’s attendance at an event being confirmed those officers from across the Alliance partners who agreed to attend the event will participate fully in pre-event meetings, lead generation activity and assist the Investment Promotion Team to shape and agree the format of the event.

6. The processes for prospecting, generating, disseminating leads and for their mutual and reciprocal management.

Per the refreshed Investment Promotion Strategy, SCA Investment Promotion will implement a programme of promotional activity aimed at Increasing Visibility and Lead Generation. It is agreed:

- City specific enquiries received by the Investment Promotion Team will be passed to the nominated officer on the Investment Promotion Working Group, who will follow up and report back to the Investment Promotion Team on how the lead progresses and will ensure the CRM system is updated appropriately.
- Non-city specific enquiries received by the Investment Promotion Team will be shared with the Investment Promotion Working Group anonymously in the first instance, to allow cities to determine the suitability of their propositions to the enquiry. Based on feedback received from the IPWG, the IP Manager will respond to the enquiry and encourage the potential client to deal directly with each nominated officer on the IPWG who express an interest, to discuss suitable propositions. As per city specific enquiries, the Investment Promotion Working Group will have a duty to follow up and report back to the Investment Promotion Team on how the lead progresses on a non-city specific enquiry and ensure the CRM system is updated appropriately.
- When requested by the client, the Investment Promotion Manager will act as an initial broker and coordinate initial responses to the client.
- Negotiations on individual city propositions will remain the responsibility of the Cities themselves.
- The Investment Promotion Team and the Alliance Partners will provide reciprocal regular updates at Investment Promotion Working Group meetings to track enquiry progression.