



Investment Board

Date: Monday 19 June 2023

Time: 10.00 am **Public meeting** Yes

Venue: Room 116, West Midlands Combined Authority, 16 Summer Lane, Birmingham, B19 3SD

Membership

Councillor Bob Sleigh (Chair)
Councillor Mike Bird
Councillor Steve Clark
Councillor Peter Hughes
Councillor Karen Grinsell
Councillor Jim O'Boyle
Councillor Stephen Simkins
Councillor Sharon Thompson
Paul Brown
Sue Summers
Gary Taylor

Solihull Metropolitan Borough Council
Walsall Metropolitan Borough Council
Dudley Metropolitan Borough Council
Sandwell Metropolitan Borough Council
Solihull Metropolitan Borough Council
Coventry City Council
City of Wolverhampton Council
Birmingham City Council
Business Representative
West Midlands Development Capital
Greater Birmingham & Solihull Local Enterprise
Partnership

Quorum for this meeting shall be four members.

If you have any queries about this meeting, please contact:

Contact Wendy Slater, Senior Governance Services Officer
Telephone 07557831344
Email wendy.slater@wmca.org.uk

AGENDA

No.	Item	Presenting	Pages
Meeting Business Items			
1.	Apologies for Absence (if any)	Chair	None
2.	Notification of Substitutes (if any)	Chair	None
3.	Declarations of Interests (if any) Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
4.	Minutes - 17 April 2023	Chair	1 - 8
Business Items for Noting			
5.	Investment Programme Update and Dashboard	Ian Martin	9 - 28
6.	WMCA Commercial Investment Fund (CIF) - Dashboard	Nick Oakley	29 - 32
7.	WMCA Brownfield Land and Property Development Fund (BLPDF) - Dashboard	Nick Oakley	33 - 36
8.	WMCA Residential Investment Fund (RIF) - Dashboard	Nick Oakley	37 - 40
Business items for Consideration			
9.	Commonwealth Games Legacy Enhancement Fund Summary Report - Includes an comprehensive programme level independent risk and investment report.	Ed Cox	41 - 62
10.	Community Environment Fund Business Justification Case	Richard Rees	63 - 102
11.	Inclusive Communities Grants Programme Business Case	Bethan Stimpson	103 - 154
12.	Global West Midlands - Strategic Outline Case	Neil Rami/ Katie Trout/ Pip Abercromby	155 - 222
13.	Social Economy Growth Programme - Phase 1	Charles Rapson	223 - 266

14.	Mobilising Plan for Growth Business Justification Case	Paul Edwards	267 - 300
15.	Jobs & Skills and Wellbeing Business Justification Case	Lisa Hamilton	301 - 330
16.	Change Request Skills Programme Business Case	Lisa Hamilton	331 - 350
17.	Legacy Trailblazer Programme -Business Justification Case	Bethan Stimpson	351 - 414
18.	Commonwealth Games Legacy Fund WMCA Culture Programme	Salla Virman	415 - 466
19.	Birmingham Athletics European Championship 2026 - Full Business Case	Andy Newman	467 - 532
20.	Exclusion of the Public and Press [To pass the following resolution: That in accordance with Section 100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any particular person (Including the authority holding that information)]	Chair	None
Business Items for Consideration			
21.	Confidential Appendix -CWG Legacy Fund Culture Programme	Salla Virman	533 - 534
22.	Confidential Appendices - Birmingham Athletics Championships 2026	Andy Newman	535 - 546
23.	Port Loop Phase 2 Limited	Gerald Gannaway	547 - 572
Business Items for Noting			
24.	WMCA Commercial Investment Fund (CIF) - Dashboard	Nick Oakley	573 - 580
25.	WMCA Brownfield Land and Property Development Fund (BLPDF) - Dashboard	Nick Oakley	581 - 586
26.	WMCA Residential Investment Fund (RIF) - Dashboard	Nick Oakley	587 - 592
27.	Housing & Land Fund Dashboard	Gareth Bradford/Rob	593 - 602

		Lamond	
28.	Land and Property Investment Fund (LPIF)	For information only	603 - 606
Date of next meeting - 17 July 2023 at 10.00am			



Investment Board

Monday 17 April 2023 at 11.00 am

Minutes

Present

Councillor Bob Sleigh (Chair)
Councillor Steve Clark
Councillor Karen Grinsell
Councillor Tony Jefferson
Councillor Bob Piper
Paul Brown

Portfolio Lead for Finance & Investments
Dudley Metropolitan Borough Council
Solihull Metropolitan Borough Council
Non-Constituent Authorities
Sandwell Metropolitan Borough Council
Black Country Local Enterprise
Partnership
Greater Birmingham & Solihull Local
Enterprise Partnership

Gary Taylor

In Attendance via MS Teams

Sue Summers

West Midlands Development Capital

Item Title No.

140. Apologies for Absence

Apologies for absence were received from Councillor Bird (Walsall), Councillor Jones (Birmingham), Councillor O' Boyle (Coventry) and Councillor Simkins (Wolverhampton).

It was noted that following the closure of the Coventry & Warwickshire Enterprise Partnership last month, there was no longer a representative from the organisation on the board. The Chair conveyed his thanks and appreciation to Nick Abell for serving on Investment Board from the inaugural meeting in November 2016.

141. Minutes - 29 March 2023

The minutes of the meeting held on 29 March 2023 were agreed as a correct record.

142. Investment Programme Update and Dashboard

The board considered a report from the Director of Commercial and Investment on the status of the Investment Programme to help set the context for the investment decisions being made.

The report provided an analysis of the overall regional Investment Programme expenditure, funded by both grants administered by the WMCA and match funding sources. Approved grant funding awarded and administered by the WMCA to programmes within the regional Investment Programmes within the regional Investment Programme totalled £853.7m as

at 31 March 2023. The report also set out one submission approved since the last meeting.

Resolved:

1. Approval under delegated authority by WMCA Officers of the business case submissions disclosed at Section 3 of the report be noted;
2. The WMCA Investment Programme funding status and current affordable limit, as outlined at Section 4 of the report be noted;
3. The Regional Investment Programme delivery update detailed within the report and appendices (including the project-level summary within the WMCA Investment Programme dashboard at Appendix 4) be noted.

143. Delegation of Investment Board Authority for the period 18 April until 19 June 2023

The board considered a report of the Director of Law and Governance that sought agreement to delegate its decision-making authority in relation to critical non-political decisions from 18 April to 19 June 2023 which is anticipated to be the first meeting of the Investment Board following the local elections in May.

The Director of Investment and Commercial outlined the process for delegated decision-making and advised the board that this follows the same approach that was undertaken last year.

Resolved:

The proposed delegation of decision-making authority as outlined in section 3 of the report to the Section 151 Officer, in consultation with the Chair of the Investment Board and on the advice of the Director of Investment and Commercial, as appropriate, be approved.

144. WMCA Collective Investment Fund (CIF) - Dashboard

The board considered a report detailing the Collective Investment Fund Dashboard (public iteration) as 1 April 2023.

Resolved: That the report be noted.

145. WMCA Brownfield Land and Property Development Fund (BLPDF) - Dashboard

The board considered a report detailing the Brownfield Land and Property Development Fund dashboard (public iteration) as at 1 April 2023.

Resolved: That the report be noted

146. WMCA Revolving Investment Fund (RIF) - Dashboard

The board considered a report of the Revolving Investment Fund dashboard (public iteration) as at 1 April 2023.

Resolved: That the report be noted.

147. Exclusion of the Public and Press

Resolved: That in accordance with Section 100A4 of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items of business as they involve the likely disclosure of exempt information relating to the business affairs of any person (including the authority holding that information).

148. Leasemethod Management Ltd - Harborne West, 326 High Street

The board considered a report of West Midlands Development Capital (WMDC) that sought approval for loan funding for the sum stated in the report from the Revolving Investment Fund (RIF) to the 'Company,' to fund the refurbishment of 32 existing flats and create an additional 13 flats, whilst improving the overall green credentials of the building.

It was noted that the property, a former office building located in Harborne West, was constructed in early 1970s was converted to a mix of residential and commercial accommodation around 2000-2003 that is now in need of refurbishment. The proposed development would create new residential accommodation on the first and second floors, leaving one floor of accommodation at street level for commercial space. The development would provide a total of 45 apartments including 13 new. The apartments are currently let to a range of tenants which include paramedics, ambulance workers and NHS key workers who currently pay a discount on market rent.

In relation to an enquiry from the Chair as to whether the discounted market rent would be retained for key NHS workers, Ed Bradburn (WMDC) reported that this could not be enforced. However, the developer has indicated the refurbishments apartments would continue to be let at a discounted rent for NHS workers and these apartments would be retained as commercial investment. He advised that the developer would be breach of the loan funding, if this condition was not met.

The Chair noted the reputational risk to the organisation if the accommodation for key NHS workers was not retained on the same basis on which it is currently offered and reported of the need for continued dialogue to ensure this happens.

In relation to the loan, Ed Bradburn reported that the loan to value ratio on completion was 66% and a loan to cost covenant has been agreed at 80% of the loan. He also advised that the developer has applied for a grant to remove cladding from the building and if the grant application was successful, the loan would reduce accordingly.

Gary Taylor expressed concern regarding the values for the property which he felt were low, with little margin for the developer and enquired as to whether there were any comparable for review.

Ed Bradburn advised that the figures for some existing schemes and schemes from agents have been provided but the range was quite broad and there were not many comparable properties in Harborne. He added that 100% of net sales proceeds could be absorbed from the first unit and the loan could reduce.

The Director of Commercial and Investment, Ian Martin, concurred with Ed Bradburn regarding the lack of comparable development properties in Harborne and reported that the WMCA/ WMDC would be reliant on a good 'Red Book' valuation for the development.

Resolved:

That a RIF loan for the sum specified in the report be approved to the 'Company' to refurbish 32 existing flats and create an additional 13 new apartments, whilst improving the overall green credentials of the building at the 'Development'.

149. Former Aliaxis/ Durapipe Site Extension

The board considered a report of West Midlands Development Capital (WMDC) that sought approval for an extension and increase of the Phase 1 Collective Investment Fund (CIF) loan to the 'Company' to £3.1m, to capitalise the current rolled interest and to fund the creation of additional yard space. Additionally, approval is sought for the provision of a £2.7m CIF loan to fund the development of a further 33k square foot of industrial space on Phase 2 of the 'Development'.

Ed Bradburn (WMDC) reported that the existing CIF loan, approved in June 2019, for the former Allaxis/Durapipe site is now all but fully drawn and all work is completed except for the office refurbishment which is due to start imminently. The 'Company' was seeking to extend the loan that is due to expire in May 2023 and capitalise the rolled interest, with additional funding and, require a further loan to fund a yard area which is pre-let for storage for a local occupier that was not envisaged in the original approval.

It was noted that Phase 2 of the development is expected to be undertaken early 2024 after completion of Phase 1; all security remains in place for the loan, with first legal charge over the Property including Phase 2 land.

The Director of Commercial and Investment, Ian Martin, reported that the income cover looked good, with the maximum loan to value covenant for Phase 1 at 65 % and the loan to value combined for Phase 1 and Phase 2 at 70%.

Resolved:

1. The extension and increase of the Phase 1 CIF loan to £3.1m to capitalise the current rolled interest and fund the creation of additional yard space be approved to the 'Company' and
2. An additional CIF loan for £2.7m to the 'Company' to fund the development of a further 33k square foot of industrial space for Phase 2 of 'the development' be approved.

150. Investment Prospectus 2023

The board considered a report of the Executive Director of Housing, Property and Regeneration that provided an overview of the latest contents of the West Midlands Investment Prospectus and its delivery programme that sought comments and endorsement on the draft document.

The Head of Business Development & Partnerships Colin Clinton and the Programme Support Officer, Lauren Rigby-Hopkins outlined the report and presented an advanced draft of the Investment Prospectus. Colin Clinton reported that the Prospectus was a 'refreshed' version of the 2022 Prospectus that had been co-developed across the WMCA's directorates and with regional partners.

It was noted that the Prospectus seeks to build on the successes of previous years and build on the powers on the Deeper Devolution Deal. The document would be launched by the West Midlands Mayor on 17 May at the UK's Real Estate Investment and Infrastructure Forum (UKREiif) in front of developers, funders, investors, and others.

Councillor Grinsell enquired whether the net zero theme would be changed to carbon reduction noting that significant conversations have been ongoing on this issue and reported of the need for the document to contain a good range of photographs that are representative of the region.

Lauren Rigby-Hopkins reported that she would take forward comments with regards to net zero/carbon reduction and ensure the photographs in the document showcase work across the region. Colin Clinton added that he was looking for enhanced images for the Prospectus and would welcome any photographs from across the WMCA region.

Resolved:

1. The positive progress and substantial engagement with local authorities and other partners in developing this year's refresh of the West Midlands Investment Prospectus, which as with previous years will play a significant role in attracting private sector investment into the region be noted and endorsed;
2. The comments from the board on the design and contents of an advanced draft of the Prospectus based on a similar format to that of previous years, as it nears publication and launch at UKREiif in May 2023 be noted;
3. An advanced draft of the West Midlands Investment Prospectus presented to Investment Board on 17th April and circulated following the meeting to all Board members for further comments and views be endorsed and
4. Authority be delegated to the Executive Director of Housing, Property & Regeneration, in consultation with the Portfolio Holder for Housing and Land, authority to agree the final version of the prospectus on the Board's behalf be agreed.

151. Update for Birmingham City Council - Shard End

The board considered a report of West Midlands Development Capital

(WMDC) that provided an update on the existing £4.386m land remediation grant allocation (alongside matching request from HCA's Birmingham City Deal Programme) in respect of a contaminated site (former sewage works) with additional exceptional remediation and infrastructure costs to ultimately deliver 298 homes at the location at Shard End.

The report outlined the reasons for the delay to the scheme (grant approved by Investment Board in October 2017) and the decision taken by Investment Board in October 2022 to continue to earmark funds despite the lapsed grant agreement. This was to allow Birmingham City Council additional time to resubmit their request and to leave the funds ringfenced in the meantime.

Nick Oakley (WMDC) advised the board of the issues that were still outstanding and reported that it was proposed to ringfence the grant funding until 5 pre-conditions are met. He reported that the timescale for this was originally envisaged to be 31 July 2023 but to allow the board the opportunity to consider an updated report, it was recommended that the date be changed to the 31 August 2023. This was agreed by the board.

Resolved:

The grant allocation of £4.386m be further extended and remains ring-fenced to Birmingham City Council until 31 August 2023 only, subject to 5 preconditions being met; these are:

1. Written Environment Agency approval to the remediation strategy and tax position;
2. BCC Cabinet approval to fund the increased costs including any tax liability as appropriate;
3. Start on site for remediation has occurred with a suitable contract place to complete such remediation, before 30th June 2023;
4. Full clarity of the contract with the main contractor and development partner and
5. Birmingham City Council to remain liable for delivery and clawback of the grant.

152. WMCA Collective Investment Fund (CIF) - Dashboard

The board considered a report detailing the Collective Investment Fund dashboard (private iteration) as at 1 April 2023.

Resolved: That the report be noted.

153. WMCA Brownfield Land and Property Development Fund (BLPDF) - Dashboard

The board considered a report detailing the Brownfield Land and Property Development Fund (private iteration) as at 1 April 2023.

Nick Oakley (WMDC) reported that the fund was fully committed and advised the board of the good news that the WMCA had been repaid £720k of grant funding from 'clawback' of BLPDF schemes.

Resolved: That the report be noted.

154. WMCA Revolving Investment Fund (RIF) - Dashboard

The board considered a report detailing the Revolving Investment Fund as at 1 April 2023 (private iteration).

Resolved: That the report be noted

155. Housing & Land Fund Dashboard

The board considered a report detailing the Housing and Land Fund dashboard as at 1 April 2023.

The Executive Director of Housing, Property and Regeneration reported that an update on the disposal of acquisitions with regards to Land Fund schemes would be submitted to the next meeting.

Resolved: The report be noted.

156. Land and Property Investment Fund (LPIF)

The board considered a report detailing the Land and Property Investment Fund dashboard as at 1 April 2023.

Resolved: That the report be noted

The meeting ended at 11.56 am.

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WMCA Investment Board

Date	19 th June 2023
Report title	Investment Programme Update
Portfolio Lead	Councillor Bob Sleigh - Finance & Investments
Accountable Chief Executive	Laura Shoaf Email: Laura.Shoaf@wmca.org.uk Tel 0121 214 7444
Accountable Employee	Ian Martin Email: Ian.Martin@wmca.org.uk Tel 0121 214 7926
Report has been considered by	N/A

The WMCA Investment Board is recommended to:

1. Note approval under delegated authority by WMCA Officers of the business case submissions disclosed at **Section 3**.
2. Note the WMCA Investment Programme funding status and current affordable limit, as outlined at **Section 4**.
3. Note the Regional Investment Programme delivery update detailed within this report and appendices (including the project-level summary within the WMCA Investment Programme dashboard at **Appendix 4**).
4. Note approval of amended Coventry City Centre South project milestone dates by the WMCA S151 Officer and Chair of Investment Board, acting under delegated authority by Investment Board, following the Change Request approved in October 2022 at Investment Board (**Section 3**).

1 Purpose

- 1.1 The Investment Board agreed on 26th March 2018 to receive a monthly report on the status of the Investment Programme to help set the context for any investment decisions being made by the Board. This report fulfils that requirement.

2 Background

- 2.1 The Investment Board was established by the WMCA Board as a key element of the approvals process across the Investment Programme.
- 2.2 The Investment Board considered and endorsed an enhanced Terms of Reference at its meeting on 20th April 2020 (approved by WMCA Board 24th July 2020). This set out an enhanced role supporting decision-making, greater post approval controls, performance management and effective delivery of monitoring & evaluation requirements.
- 2.3 The enhanced Terms of Reference included the following:
 - To oversee and monitor all investments made through the Investment Programme.
 - To add conditions to any funding decision that falls within its delegated authority. Minimum conditions should specify the availability period, conditions to drawdown of funds, conditions for withdrawal of support and terms of clawback, start date and completion date for the project or programme.
 - Where oversight of monitoring and evaluation applies to the Investment Board, to consider whether a formal review of project or programme is required, and to consider this review itself or instruct the Investment Panel to do so on its behalf.
- 2.4 On the 10th of June 2022, WMCA Board approved extending the role and remit of WMCA Investment Board to cover all WMCA projects (including the CRSTS programme), allowing investment decisions to be made for values between £5 million and £20 million in line with the Single Assurance Framework.

3 Investment Programme Assurance Summary

- 3.1 An analysis of the overall Regional Investment Programme expenditure, (funded by both grants administered by WMCA from the “WMCA Investment Programme” and match funding sources), is provided at **Appendix 1**.
- 3.2 Approved grant funding awarded and administered by the WMCA to programmes within the Regional Investment Programme totals £853.7 million as of 31st May 2023 (£853.7 million as at 31st March 2023 – refer to **paragraph 3.5**).
- 3.3 These commitment values above exclude the provisional ‘ear-marked’ allocations agreed by WMCA Board in March 2021 that are yet to obtain formal approval. Commitments for some of these ear-marked items will be confirmed via the approval of further reports to WMCA Board.
- 3.4 WMCA Investment Programme funding actually drawn / incurred by projects against these funding commitments as at 31st March 2023 totals £507.3 million.
- 3.5 Since the previous WMCA Investment Board meeting on 29th March 2023, the following submissions have been approved:
 - Amendment to Coventry City Centre South project milestone dates, following the Change Request approved in October 2022 at Investment Board. Approved by WMCA S.151 Officer and Chair under delegated authority from Investment Board.
 - WMCA Board were advised on 9th June 2023 to note a delivery and funding update in respect of the Wednesbury to Brierley Hill metro extension.
- 3.6 **Appendix 3** details the commitments made against the WMCA Investment Programme, summarised by programme, to the end of May 2023. The WMCA Investment Programme dashboard at **Appendix 4** discloses the sums committed against individual projects.

4 Investment Programme Affordable Limit & Gateway Status

- 4.1 At the WMCA Board meeting on 19th March 2021, WMCA Board approved an increase to the current WMCA Investment Programme affordable limit of £70 million, from £801 million to £871 million.
- 4.2 This is presently the limit whilst arrangements to secure additional funding sources into WMCA are developed and delivered.
- 4.3 Programmes which contain projects presently outside the current affordable limit include:
- Coventry UK Central Plus;
 - Employment, Education and Skills;
 - Innovation Programme;
 - Land Reclamation and Remediation;
 - Sprint Programme;
 - Rail Programme;
 - UK Central HS2 Interchange; and
 - UK Central Infrastructure Package.
- 4.4 Investment Board is advised to note that WMCA are in contact with the Department for Levelling Up, Housing and Communities ('DLUHC') in respect of an Interim Gateway Review which is expected to complete in February 2024.
- WMCA have worked with DLUHC-appointed consultants SQW, to establish a list of projects within scope for evaluation.
 - A Local Evaluation Framework was drafted in May 2023 and is with DLUHC for approval.
 - The 10-year Gateway Review is expected to complete in November 2025.

5 Investment Programme Delivery and Expenditure

- 5.1 The Regional Investment Programme expenditure and underpinning funding summaries are provided at **Appendices 1 and 2**, respectively.
- 5.2 The amounts shown are the gross delivery totals, inclusive of expenditure funded by grants from the WMCA Investment Programme and match funding sources.
- 5.3 In respect of the full project costs to completion, the financial summary has been adjusted to reflect the revised budget based on the 2022-23 programme baseline. It should be noted that the impact of COVID-19 and other macro-economic events on projects within the regional Investment Programme is continuously being assessed by the accountable bodies, with each respective delivery organisation required to manage the schemes within the funding available to them.
- 5.4 Investment Board is advised to note the following programme updates:
- Coventry City Centre South – Investment Board approved the change from a retail-led development to a residential-led scheme and the re design of the project. As a result, construction costs scheduled to incur in FY22-23 have been deferred to FY23-24.
 - UK Central HS2 Interchange Programme - Variance observed in FY22-23 is primarily due to the NEC Longabout and Roundabout Over-Trace sub-projects. Change requests have been received and approved by Officers of WMCA within FY22-23 and April 2023 in respect of these projects to alter the expected completion dates of the projects to December 2024 and December 2025, respectively.
 - UK Central Infrastructure Package - This programme is currently made up of twenty-six sub-schemes that have received awards of WMCA Investment Programme funding. A second overarching programme rebasing change request was approved by WMCA Investment Board on 29th March 2023 to extend project completion dates for most projects within the programme. This has resulted in some current year spend being deferred because spend profiles have been amended accordingly.
- 5.5 The WMCA Investment Programme dashboard at **Appendix 4** provides a detailed summary by project of project completion dates and business case stage.

6 Investment Programme Dashboard

- 6.1 The Investment Programme Dashboard is attached separately at **Appendix 4**.
- 6.2 The dashboard identifies whether project starts, and completions are as forecast when compared with the original business case, or funding documentation where this supersedes the business case.
- 6.3 There are eighty-two projects that have passed the Assurance Process and have received a financial commitment (noting that several projects have identified distinct sub-projects within the approval). **Those projects with a RED status are brought to the attention of Investment Board.**
- 6.4 Thirteen schemes have a RED status for completion dates, with the Assurance and Appraisal team working with Sponsors to bring forward requests to extend dates to the relevant approval body.
- UKC Interchange - HS2 Parallel Designs - Birmingham International Station - Integrated Transport Hub. A Change Request has been received in Assurance & Appraisal to extend the end date by three years.

- UKC Infrastructure – There are two schemes which are listed as RED status because the original completion date has expired without the project concluding. The schemes currently RED status are:
 - Accelerated Housing Delivery - Utilising Solihull Assets; and
 - Playing Pitch Implementation Strategy.
- SPRINT - A Change Request is under review to extend completion date for the following six schemes:
 - Sprint Hagley Road - Phase 2 Dudley & Halesowen
 - Sprint - Birmingham to Sutton Coldfield
 - Sprint - A34 Walsall to Birmingham
 - Sprint - Birmingham to Longbridge
 - Sprint - Hall Green to Interchange via Solihull
 - Sprint - A45 Birmingham to Airport and Solihull
- Metro Programme. There are three schemes which are listed as RED status as their forecast end date exceeds their approved end date. A Change Request would need to be formalized to reflect current delivery.
 - Metro Birmingham Eastside Extension.
 - Metro Wolverhampton Interchange
 - Metro Wednesbury to Brierley Hill Extension.
- Rail - Walsall to Wolverhampton Local Enhancements (Package 1). A Change Request is awaited from Project Team as the project is being rebased to reflect a number of known project challenges.

7 Financial Implications

7.1 There are no direct financial implications arising from the recommendations within this report.

8 Legal Implications

8.1 There are no legal implications as a result of the recommendations within this report.

9 Equalities Implications

9.1 There are no equalities implications as a result of the recommendations within this report.

10 Inclusive Growth Implications

10.1 There are no inclusive growth implications as a result of the recommendations within this report.

11 Geographical Area of Report's Implications

11.1 There are no geographical implications as a result of the recommendations within this report. The Regional Investment Programme comprises an array of programmes throughout each of the seven West Midlands constituent member areas. These programmes also have implications for some non-constituent areas and the wider local area beyond the constituent member regions.

12 Other Implications

12.1 Not applicable.

13 Schedule of Background Papers

Appendix 1: Total Regional Investment Programme Expenditure (as at 31st March 2023)

This appendix discloses the total expenditure for programmes included within the Regional Investment Programme, including expenditure funded by grants from the WMCA Investment Programme and match funding sources.

Appendix 2: Total Regional Investment Programme Funding Summary (as at 31st March 2023)

This appendix summarises the expected funding underpinning the total expenditure forecast outturn shown at Appendix 1.

Appendix 3: WMCA Investment Programme Commitments (as at 31st May 2023)

This appendix summarises the total grant funding approved to date to be provided by WMCA from the WMCA Investment Programme, summarised by programme.

Appendix 4: WMCA Investment Programme Dashboard Report (as at 31st May 2023)

See separate attachment. This appendix summarises the WMCA grant funding commitments by project, as well as business case stage and expected project completion dates.

APPENDIX 1: Total Regional Investment Programme Expenditure (as at 31st March 2023)

PROGRAMME	COST TO COMPLETION			
	PRIOR PERIOD SPEND	2022 / 2023 ACTUAL	FUTURE YEARS FORECAST	TOTAL FORECAST OUTTURN
	£000	£000	£000	£000
COVENTRY UKC PLUS	194,167	10,636	431,408	636,210
SPRINT PROGRAMME	75,519	21,462	195,547	292,528
RAIL PROGRAMME	47,690	25,678	160,997	234,364
METRO PROGRAMME	488,958	113,022	1,102,311	1,704,292
UK CENTRAL INFRASTRUCTURE PACKAGE	88,655	86,422	1,180,762	1,355,839
UK CENTRAL HS2 INTERCHANGE	35,297	8,049	584,397	627,743
HS2 GROWTH STRATEGY TOTAL	930,286	265,269	3,655,422	4,850,976
COVENTRY CITY CENTRE SOUTH REGENERATION	55,370	31,803	247,674	334,846
INNOVATION PROGRAMME	37,876	5,531	151,592	194,999
LAND RECLAMATION AND REMEDIATION	55,918	11,463	132,619	200,000
COMMONWEALTH GAMES 2022	73,028	5,320	-	78,348
EMPLOYMENT, EDUCATION & SKILLS	1,023	290	18,687	20,000
BUSINESS AND TOURISM PROJECT - BATP	10,745	11,788	1,415	23,948
COVENTRY ELECTRIC BUS CITY	11,407	9,866	118,162	139,434
REGIONAL RECOVERY & RISKS	11,754	1,637	36,516	49,907
COLLECTIVE INVESTMENT FUND	87,111	36,371	876,518	1,000,000
OTHER INVESTMENT PROGRAMME SCHEMES	344,231	114,069	1,583,182	2,041,482
GRAND TOTAL	1,274,517	379,338	5,238,604	6,892,458

Appendix 2

APPENDIX 2: Total Regional Investment Programme Funding Summary (as at 31st March 2023)

Portfolio £000		WMCA Investment Programme	WMCA (Prudential Borrowing)	Department for Transport	Enterprise Zone	Private Sector	Local Growth Fund	MHCLG	Highways England	Network Rail	Collective Investment Fund	Local Authority	Other	To Be Confirmed	Grand Total
HS2 Growth Strategy	Coventry UKC Plus	288,051	-	149,650	-	65,117	40,548	35,130	-	-	-	13,370	44,343	-	636,210
	Sprint Programme	190,446	-	61,500	-	18,235	4,700	3,100	-	-	-	1,652	12,896	-	292,528
	Rail Programme	113,907	-	59,518	-	-	1,600	14,200	-	15,668	-	11,684	35	17,753	234,364
	Metro Programme	227,030	130,217	411,309	204,434	3,671	47,640	-	-	-	-	67,698	11,898	600,394	1,704,292
	UK Central Infrastructure Package	288,000	-	-	-	753,346	-	-	-	-	-	32,758	281,734	-	1,355,839
	UK Central HS2 Interchange	398,000	-	50,000	-	47,817	460	-	-	-	-	180	636	130,650	627,743
SUB TOTAL HS2 GROWTH STRATEGY		1,505,433	130,217	731,977	204,434	888,186	94,949	52,430	-	15,668	-	127,342	351,542	748,797	4,850,976
Other Investment Programme Schemes	Coventry City Centre South Regeneration	149,955	-	-	-	-	-	-	-	-	-	184,892	-	-	334,846
	Innovation Programme	49,999	-	-	-	-	4,816	-	-	-	-	1,693	25,181	113,310	194,999
	Land Reclamation and Remediation	200,000	-	-	-	-	-	-	-	-	-	-	-	-	200,000
	Commonwealth Games 2022	25,000	-	-	-	-	20,000	-	-	-	-	10,000	23,348	-	78,348
	Employment, Education & Skills	20,000	-	-	-	-	-	-	-	-	-	-	-	-	20,000
	Business and Tourism Project - BATP	2,600	-	-	-	-	-	-	-	-	-	-	21,348	-	23,948
	Coventry Electric Bus City	5,000	-	49,934	-	78,400	-	-	-	-	-	6,100	-	-	139,434
	Regional Recovery & Risks	37,050	-	-	-	34	-	-	-	-	-	-	12,822	-	49,907
Collective Investment Fund	-	-	-	-	-	-	-	-	-	1,000,000	-	-	-	1,000,000	
OTHER INVESTMENT PROGRAMME SCHEMES		489,604	-	49,934	-	78,434	24,816	-	-	-	1,000,000	202,685	82,700	113,310	2,041,482
Grand Total		1,995,037	130,217	781,911	204,434	966,620	119,765	52,430	-	15,668	1,000,000	330,027	434,242	862,107	6,892,458

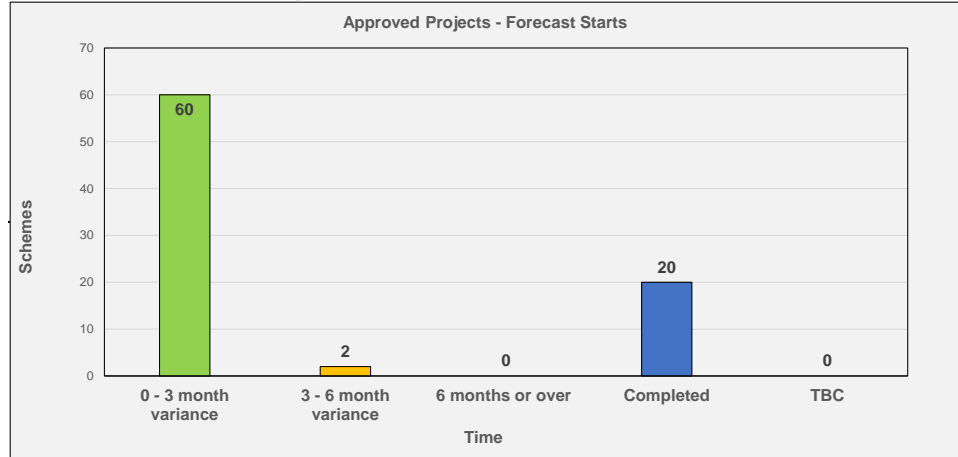
Appendix 1

APPENDIX 3: WMCA Investment Programme Commitments (as at 31st May 2023)

£m	Total Expected Approvals	Approved Commitments	Actual Spend (Mar-23)
Coventry UK Central Plus	288.1	94.8	94.4
Sprint Programme	217.4	47.0	42.3
Rail Programme	113.9	63.0	9.4
Metro Programme	227.0	227.0	106.0
UK Central Infrastructure Package	288.0	35.1	27.4
UK Central HS2 Interchange	398.0	57.5	41.9
SUB TOTAL HS2 GROWTH STRATEGY	1,532.4	524.6	321.5
Coventry City Centre South Regeneration	150.0	150.0	62.9
Innovation Programme	50.0	16.1	14.5
Land Reclamation and Remediation	200.0	103.0	67.4
Commonwealth Games 2022	25.0	25.0	25.0
Employment, Education & Skills	20.0	1.3	1.3
Business and Tourism Project - BATP	2.6	2.6	1.2
Coventry Electric Bus City	5.0	5.0	0.5
Regional Recovery & Risks	37.1	26.2	13.0
OTHER INVESTMENT PROGRAMME	489.6	329.2	185.8
TOTAL	2,022.0	853.7	507.3

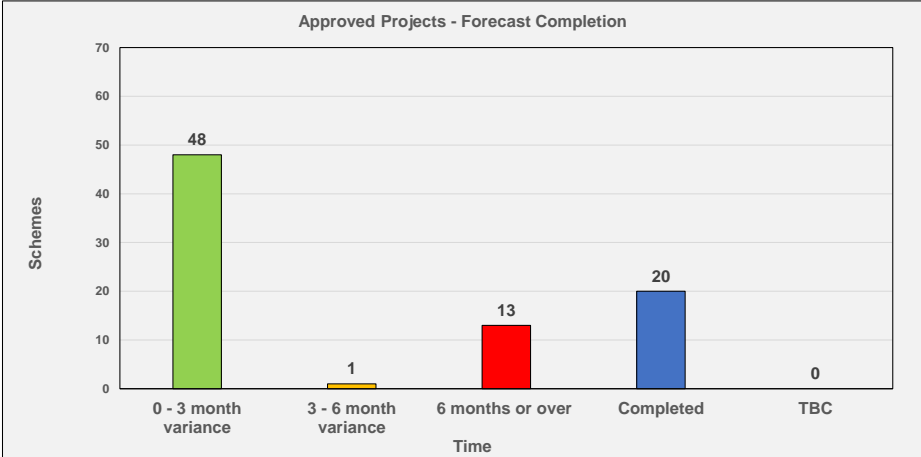
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IP Milestone Baseline Summary



Key Movement

Total number of schemes being reported to **82**
60 schemes report Green status
2 schemes continue to report Amber status
0 schemes report Red status
20 schemes completed



Key Movement

Of the **82** schemes being reported against:
48 schemes report a Green status.
1 scheme reports an Amber status
13 schemes report a Red status
20 schemes completed

IN FLIGHT: Committed Projects (with committed funding)											
Project	Current Business Case Stage	Business Case Approval Level	BC Approval Date	Next BC & Date Expected	Committed Sum (£m)	Actual WMCA Spend to Mar-23 (£m)	Approved Start Date: BC / FA	Forecast / Actual Start Date	Approved Completion Date: BC / FA	Forecast / Actual Completion Date	Comment
UKC Interchange											
UGC Business Plan. UGC Operating Costs - 8 Years to 31/03/24.	SOC	Investment Board	13/02/2018	N/A	11.04	9.10	01/04/2016	01/04/2016	31/03/2024	31/03/2024	
HS2 Hybrid Act Change (HS2 Parallel Designs)	OBC	Investment Board	13/02/2018	N/A	9.80	7.87	13/02/2018	13/02/2018	31/12/2025	31/12/2025	
HS2 Parallel Designs - Automated People Mover Alignment and Capacity Upgrade	FBC	Investment Board	10/08/2020	N/A	5.75	0.00	10/08/2020	10/08/2020	31/12/2029	31/12/2029	
HS2 Parallel Designs - Hub Movement and Connectivity	SOC	SLT	26/08/2020	OBC TBC	1.99	0.69	26/08/2020	26/08/2020	31/12/2023	31/12/2023	Change Request received in WMCA Assurance Mar23 for approval of management overheads.
HS2 Parallel Designs - Arden Cross Multi-Storey Car Park & Balancing Ponds	OBC	WMCA Board	23/07/2021	FBC 2024	7.30	6.70	10/08/2020	10/08/2020	30/06/2024	30/06/2024	
HS2 Parallel Designs - Roundabout Overtrace	FBC	WMCA Board	13/09/2019	N/A	11.36	10.12	13/09/2019	13/09/2019	31/12/2022	31/12/2024	
HS2 Parallel Designs - Highway Pinch-Point Improvements [NEC Longabout]	FBC	WMCA Board	08/11/2019	N/A	3.38	0.53	02/12/2019	02/12/2019	31/12/2024	31/12/2024	
Birmingham International Station - Integrated Transport Hub	OBC	Investment Board	30/04/2018	FBC Dec-22	6.10	6.10	30/04/2018	30/04/2018	31/12/2022	31/12/2025	Change Request received in WMCA Assurance May23 to extend the date to develop a FBC into 2025, to enable construction by 2028.
Strategy: Utilities, Land Value, Car Parking	SOC	SLT	23/05/2017	OBC TBC	0.24	0.22	16/02/2017	16/02/2017	31/03/2023	31/03/2023	Project complete. Project closure process ongoing.

Project	Current Business Case Stage	Business Case Approval Level	BC Approval Date	Next BC & Date Expected	Committed Sum (£m)	Actual WMCA Spend to Mar-23 (£m)	Approved Start Date: BC / FA	Forecast / Actual Start Date	Approved Completion Date: BC / FA	Forecast / Actual Completion Date	Comment
UKC Infrastructure											
2016/17 UKC PMO Expenditure	SOC				0.44	0.44	2016/17	2016/17	2016/17	2016/17	Management cost incurred by Solihull during the inception of UKC Infrastructure SOC Phase 1 and 2. Project closure process ongoing.
A45 Damson Parkway Junction Improvements	SOC	SLT	20/02/2019	OBC	1.48	1.23	06/10/2017	06/10/2017	31/12/2023	31/12/2023	
A34 Stratford Road Enhancement Study	SOC	SLT	19/09/2018	OBC	0.81	0.53	19/09/2018	19/09/2018	30/09/2026	30/09/2026	
A452 Chester Road Enhancement Study	SOC	SLT	19/09/2018	OBC	1.11	0.54	19/09/2018	19/09/2018	31/12/2023	31/12/2023	
Solihull Town Centre Access Improvements	SOC	SLT	19/09/2018	OBC	2.39	1.58	19/09/2018	19/09/2018	30/09/2026	30/09/2026	
Wildlife Ways (A45 to Town Centre Damson Parkway Cycle Link)	FBC	WMCA Board	28/09/2018	Closure	2.44	2.31	14/09/2018	14/09/2018	31/12/2023	31/12/2023	
Birmingham Business Park Southern Access	SOC	Investment Board	06/10/2017	Closure	0.07	0.07	06/10/2017	06/10/2017	31/12/2023	31/12/2023	
Solihull Station New location feasibility study	OBC	Investment Board	16/10/2017	Closure	0.07	0.07	16/10/2017	16/10/2017	30/06/2023	30/06/2023	This project has concluded. Confirmed that the rail station should stay in its existing location. Closure Report submission Jun23.
Solihull Town Centre Public Realm Improvement scheme	SOC	Investment Board	06/10/2017	OBC	0.58	0.48	06/10/2017	06/10/2017	30/09/2023	30/09/2023	
Kingshurst Village Centre	OBC	Investment Board	15/06/2020	FBC	5.73	5.44	15/06/2020	15/06/2020	30/09/2023	30/09/2023	
Chelmsley Wood Town Centre	SOC	Investment Board	06/10/2017	OBC	3.43	2.63	06/10/2017	06/10/2017	30/09/2023	30/09/2023	
Accelerating Housing Delivery - Simon Digby	OBC	Investment Board	06/10/2017	FBC	1.13	1.04	06/10/2017	06/10/2017	29/02/2024	29/02/2024	
Walking, Cycling & Green Infrastructure Investment Programme	SOC	Investment Board	20/08/2018	OBC *2	0.96	0.59	20/08/2018	20/08/2018	31/12/2023	31/12/2023	
UKC Hub Access and Transport Modelling Programme	SOC	Investment Board	20/08/2018	SOC	0.52	0.48	20/08/2018	20/08/2018	30/09/2023	30/09/2023	

Project	Current Business Case Stage	Business Case Approval Level	BC Approval Date	Next BC & Date Expected	Committed Sum (£m)	Actual WMCA Spend to Mar-23 (£m)	Approved Start Date: BC / FA	Forecast / Actual Start Date	Approved Completion Date: BC / FA	Forecast / Actual Completion Date	Comment
Solihull Station Integrated Transport Hub	SOC	Investment Board	20/08/2018	OBC	2.07	1.48	20/08/2018	20/08/2018	31/03/2023	30/06/2023	OBC expected end June 2023.
Solihull Town Centre - Development & Investment	SOC	Investment Board	20/08/2018	OBC	1.85	1.84	20/08/2018	20/08/2018	31/10/2022	31/10/2022	Project complete. Project closure process ongoing.
Accelerated Housing Delivery - Utilising Solihull Assets	SOC	Investment Board	20/08/2018	OBC	2.82	2.42	20/08/2018	20/08/2018	31/01/2023	30/06/2024	Change request due to be submitted to WMCA Assurance.
Playing Pitch Implementation Strategy	SOC	SOP	13/01/2022	OBC	0.34	0.04	13/01/2022	13/01/2022	31/08/2022	31/12/2023	Spin-off of Project 31317_Accelerated Housing Delivery - Utilising Solihull Assets, with no additional funding commitment from WMCA. Change request due to be submitted to WMCA Assurance.
Middlewood House	OBC	SOP	04/10/2022	FBC	0.24	0.03	04/10/2022	04/10/2022	30/06/2023	30/06/2023	Spin-off of Project 31317_Accelerated Housing Delivery - Utilising Solihull Assets.
Rowood Drive	OBC	SLT	14/12/2022	FBC	0.50	0.00	05/12/2022	05/12/2022	31/01/2025	31/01/2025	Spin-off of Project 31317_Accelerated Housing Delivery - Utilising Solihull Assets.
Inclusive Growth - Securing Social Value	SOC	Investment Board	20/08/2018	BCJ / Evaluation	1.13	0.69	20/08/2018	20/08/2018	31/03/2025	31/03/2025	
Sustainable Energy - Enabling Clean Growth and Mobility	SOC	Investment Board	20/08/2018	TBD	0.65	0.49	20/08/2018	20/08/2018	30/06/2024	30/06/2024	
Sustainable Energy - UKC Hub Low Carbon Heat Network	SOC	Investment Board	20/08/2018	TBD	0.20	0.07	20/08/2018	20/08/2018	30/09/2024	30/09/2024	
Low Carbon Future Mobility	SOC	Investment Board	18/09/2018	OBC	0.97	0.49	18/09/2018	18/09/2018	31/03/2025	31/03/2025	
Sustainable Energy - Solihull Town Centre Low Carbon Energy Network	OBC	Investment Board	15/06/2020	FBC	2.48	1.66	15/06/2020	15/06/2020	31/07/2023	31/07/2023	
Local Strategic Network Resilience: Connectivity and Enhancements Programme	SOC	SLT	18/03/2020	OBC	0.71	0.80	18/03/2020	18/03/2020	28/02/2022	Paused / Part to be merged into 31320	Smart Resilient Assets FBC Paused. Significant Network Connections FBC Paused. Sustainable Mobility Management OBC to be merged with Low Carbon Future Mobility.

Project	Current Business Case Stage	Business Case Approval Level	BC Approval Date	Next BC & Date Expected	Committed Sum (£m)	Actual WMCA Spend to Mar-23 (£m)	Approved Start Date: BC / FA	Forecast / Actual Start Date	Approved Completion Date: BC / FA	Forecast / Actual Completion Date	Comment
Coventry City Centre First											
City Centre First - Coventry Station Master Plan	FBC	WMCA Board	09/03/2018	N/A	39.40	39.40	30/06/2018	31/10/2018	31/12/2031	31/12/2031	
Coventry City Centre First	FBC	WMCA Board	28/06/2019	N/A	31.60	31.52	28/06/2019	28/06/2019	31/05/2021	31/05/2021	Project complete. Closure report received. Project closure process ongoing.
Coventry Regeneration											
Coventry City Centre South	FBC	WMCA Board	08/02/2018	N/A	98.75	17.97	07/03/2018	07/03/2018	31/01/2042	31/01/2042	Change Request approved Mar23 by IB, and May23 by delegated authority: Completion Date for Block E1 31/03/2036. Construction Longstop Date for Block E2 31/01/2041.
Coventry Friargate Business District Phase 1	FBC	WMCA Board	30/09/2018	N/A	51.20	44.93	30/09/2020	25/11/2020	31/12/2035	31/12/2035	Building C10 Practical Completion Date is 01/05/2023, now estimated as 27/06/2023 as per correspondence from project Sponsor.
Coventry South Interchange											
A46 Stoneleigh Junction (A46 Link Road Phase 1)	FBC	WMCA Board	14/09/2018	N/A	6.60	6.60	19/11/2020	19/11/2020	31/03/2023	31/08/2023	Current estimated completion date is 31/08/2023 as per correspondence from project Sponsor.
A46 Link Road Phase 2 [Strategic Link]	SOC	SLT	26/06/2017	OBC Jun-21	0.35	0.00	15/06/2020	15/06/2020	31/03/2026	31/03/2026	
A46 Link Road Phase 3 [Solihull]	SOC	SLT	26/06/2017	OBC Q4 -21	0.10	0.06	26/06/2017	26/06/2017	31/03/2026	31/03/2026	
Coventry South Interchange	SOC	SLT	26/06/2017	OBC	0.05	0.04	26/07/2017	26/07/2017	31/03/2024	31/03/2024	
Tile Hill Station Improvements	SOC	SLT	26/06/2017	OBC Nov-21	0.30	0.30	26/07/2017	26/07/2017	31/03/2022	31/03/2022	Project complete. Project Closure report received.
Coventry North											
M6 Junction 3 improvements	SOC	SLT	20/02/2018	OBC Nov-20	0.10	0.10	02/04/2025	02/04/2025	30/03/2028	30/03/2028	
Kersley Link Road	SOC	SLT	21/02/2018	OBC Nov-20	0.10	0.10	01/04/2021	01/04/2021	29/03/2024	29/03/2024	
Coventry VLR											
Very Light Rail	SOC	WMCA Board	27/11/2017	OBC 10/09/2021	12.20	12.20	27/11/2017	27/11/2017	31/03/2022	31/03/2022	Project complete. Project Closure report received.

Project	Current Business Case Stage	Business Case Approval Level	BC Approval Date	Next BC & Date Expected	Committed Sum (£m)	Actual WMCA Spend to Mar-23 (£m)	Approved Start Date: BC / FA	Forecast / Actual Start Date	Approved Completion Date: BC / FA	Forecast / Actual Completion Date	Comment
Coventry Programme											
City of Culture Trust 2021	FBC	WMCA Board	13/09/2019	N/A	4.00	4.00	13/09/2019	13/09/2019	31/03/2022	31/05/2022	Due to the pandemic the events started in May 2021 and finished in May 2022. Project complete. Project closure process ongoing.
UK Battery Industrialisation Centre [UK BIC]	FBC	WMCA Board	13/09/2019	N/A	Up to £2.80m Interest (£18.00m Loan)	18.00	31/03/2018	31/03/2018	31/12/2033	31/12/2033	
Coventry Electric Bus City	FBC	WMCA Board	19/03/2021	N/A	5.00	0.52	19/03/2021	19/03/2021	31/03/2025	31/03/2025	
Sprint											
Sprint Hagley Road - Phase 2 Dudley & Halesowen	SOC	SLT	09/01/2018	OBC	2.90	0.43	06/09/2022	01/12/2022	01/12/2025	01/12/2029	Change Request received in WMCA Assurance in May23 to extend completion date into Dec29.
Sprint - Birmingham to Sutton Coldfield	SOC	SLT	23/05/2017	OBC	1.23	1.23	23/05/2017	23/05/2017	01/08/2022	01/12/2029	Change Request received in WMCA Assurance in May23 to extend completion date into Dec29.
Sprint - A34 Walsall to Birmingham	FBC	WMCA Board	14/02/2020	N/A	19.54	19.43	01/02/2020	01/03/2020	31/03/2022	30/06/2025	Change Request received in WMCA Assurance in May23 to extend completion date into June25.
Sprint - Birmingham to Longbridge	SOC	SLT	17/08/2017	OBC	0.30	0.24	01/12/2023	01/12/2023	01/12/2026	01/12/2029	Change Request received in WMCA Assurance in May23 to extend completion date into Dec29.
Sprint - Hall Green to Interchange via Solihull	SOC	SLT	22/11/2017	OBC	0.30	0.10	01/12/2024	01/12/2024	31/03/2028	01/12/2029	Change Request received in WMCA Assurance in May23 to extend completion date into Dec29.
Sprint - A45 Birmingham to Airport and Solihull	FBC	WMCA Board	14/02/2020	N/A	22.76	20.89	01/02/2020	01/03/2020	31/03/2022	30/06/2025	Change Request received in WMCA Assurance in May23 to extend completion date into June25.

Project	Current Business Case Stage	Business Case Approval Level	BC Approval Date	Next BC & Date Expected	Committed Sum (£m)	Actual WMCA Spend to Mar-23 (£m)	Approved Start Date: BC / FA	Forecast / Actual Start Date	Approved Completion Date: BC / FA	Forecast / Actual Completion Date	Comment
Metro Programme											
Metro East Birmingham - Solihull (EBS)	SOC	Investment Board	07/07/2017	OBC TBC	10.20	0.01	07/07/2017	07/07/2017	31/12/2019	31/12/2019	Project complete. Closure report to be received. There is a new project in the CRSTS programme to review the options on this corridor and develop a new OBC or even SOBC.
Metro: Bilston Road Track Replacement Phase 2	FBC	WMCA Board	17/02/2017	N/A	15.03	13.92	01/01/2017	01/01/2017	31/12/2017	31/12/2022	Project complete. Closure report to be received. There is a new project in the CRSTS programme to review the options on this corridor and develop a new OBC or even SOBC.
Metro Birmingham Eastside Extension	FBC	WMCA Board	14/02/2020	N/A	18.50	0.00	02/01/2020	01/06/2020	31/07/2025	30/04/2027	Change in completion date due to interface with HS2. Change Request due to be submitted to WMCA Assurance to extend completion date.
Metro Centenary Square Extension	FBC	WMCA Board	17/03/2017	N/A	63.10	63.10	07/04/2017	07/05/2017	21/12/2021	21/12/2021	Project complete. Closure report to be received.
Metro Wolverhampton Interchange	FBC	WMCA Board	01/12/2018	N/A	27.40	24.49	01/12/2018	01/12/2018	31/03/2022	30/06/2023	Change in completion date due to third party approvals impacting on construction (of second stop). Change Request due to be submitted to WMCA Assurance to extend completion date.
Metro Wednesbury to Brierley Hill Extension	FBC	WMCA Board	22/03/2019	N/A	103.00	0.24	04/11/2019	04/11/2019	31/12/2023	31/12/2024	Forecast end date change due to the pandemic, delays to the TWAO, Network Rail agreement completion, land acquisition and procurement issues. Change Request due to be submitted to WMCA Assurance to extend completion date.
Rail Programme											
Rail - Sutton Coldfield Gateway	SOC	SLT	27/10/2017	OBC	0.87	0.33	27/10/2017	27/10/2017	31/03/2024	31/03/2024	
Rail - Walsall to Wolverhampton Local Enhancements (Package 1)	FBC	WMCA Board	15/01/2021	N/A	15.99	10.40	30/11/2019	30/11/2019	30/03/2023	30/04/2024	Forecast end date as per correspondence from project team. Change Request due to be submitted to WMCA Assurance to extend completion date.
Rail - Camp Hill Line Local Enhancements (Package 2)	FBC	WMCA Board	15/01/2021	N/A	36.35	1.52	30/11/2019	30/11/2019	31/12/2023	31/12/2023	
Perry Barr Railway Station and Bus Interchange	FBC	WMCA Board	15/01/2021	N/A	9.54	6.14	15/01/2021	15/01/2021	31/08/2022	31/08/2022	Project complete. Project closure process ongoing.

Project	Current Business Case Stage	Business Case Approval Level	BC Approval Date	Next BC & Date Expected	Committed Sum (£m)	Actual WMCA Spend to Mar-23 (£m)	Approved Start Date: BC / FA	Forecast / Actual Start Date	Approved Completion Date: BC / FA	Forecast / Actual Completion Date	Comment
Land Remediation											
Land Remediation (Black Country Consortium) [LPIF]	SOC	WMCA Board	15/01/2021	N/A	53.04	27.81	17/02/2017	17/02/2017	31/03/2025*	31/03/2025	*Programme management cost profiled to 31/03/2026.
Brownfield Land & property Development Fund (BLPDF)	SOC	WMCA Board	17/02/2017	N/A	50.00	39.57	17/02/2017	17/02/2017	31/03/2024	31/03/2024	
Business Innovation											
Innovation - West Midlands Innovation Programme	FBC	FBC	24/06/2019	FBC 18/01/2020	3.24	3.12	24/06/2019	24/06/2019	30/12/2022	31/03/2023	Project concluded. Project closure process ongoing. Closure Report received.
Innovation - Urban Challenge	SOC	SLT	12/03/2018	N/A	0.20	0.20	12/03/2018	12/03/2018	01/06/2018	01/06/2018	Project concluded. Closure Report pending.
Innovation - West Midlands 5G	OBC	SLT	19/06/2019	FBC TBC	5.00	3.43	19/06/2019	19/06/2019	31/03/2024	31/03/2024	Rolling expiry date until funds are spent and outputs are delivered.
Innovation - Energy Capital (Energy Efficiency and Fuel Poverty)	SOC	SLT	20/03/2019	N/A	0.25	0.25	20/03/2019	20/03/2019	01/03/2023	01/03/2023	Project complete. Project closure process ongoing.
Innovation - Ultra Low Emission Vehicle (ULEV) Strategy	SOC	SLT	20/03/2019	N/A	0.25	0.25	01/06/2019	01/06/2019	30/09/2021	30/09/2021	Project complete. Project closure process ongoing.
Innovation - West Midlands Growth Company	FBC	Investment Board	19/11/2018	N/A	7.20	7.20	01/04/2019	01/04/2019	31/03/2023	31/03/2023	Project complete. Project closure process ongoing.
Employment Education & Skills											
Aspirations for All	SOC	SLT	21/08/2019	N/A	0.50	0.50	21/08/2019	21/08/2019	30/09/2023	30/09/2023	
HS2 Jobs and Skills Workstream	SOC	SLT	20/06/2018	TBC	0.81	0.81	20/06/2018	31/08/2018	31/03/2023	31/03/2023	Project complete. Project closure process ongoing.
Commonwealth Games											
Commonwealth Games 2022 - Alexander Stadium Redevelopment	FBC	WMCA Board	30/11/2019	N/A	25.00	25.00	20/03/2020	20/03/2020	01/06/2022	01/06/2022	Project complete. Project closure process ongoing.

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Business and Tourism Project - BATP											
Business and Tourism Project - BATP	FBC	WMCA Board	05/06/2020	N/A	2.60	1.21	05/06/2020	05/06/2020	30/11/2023	30/11/2023	Programme delivered by West Midlands Growth Company, with WMCA acting as Accountable Body.
WM2041											
WM2041 Five Year Plan	FBC	WMCA Board	19/03/2021	N/A	5.10	2.00	19/03/2021	19/03/2021	31/12/2026	31/12/2026	BJC Net Zero Neighbourhood Demonstrator – Brockmoor in Dudley MBC. Nov22 Approved £1.65m from within overarching £5.1m sum.
City Learning Quarter											
College of Wolverhampton Technical Centre [CoWTechC]	FBC	WMCA Board	23/07/2021	N/A	7.75	0.24	23/07/2021	23/07/2021	31/03/2025	31/03/2025	
West Midlands Co-Investment Fund [WMCO]											
West Midlands Co-Invest Equity Fund	FBC	WMCA Board	14/01/2022	N/A	12.50	0.00	14/01/2022	14/01/2022	31/01/2033	31/01/2033	
HS2 Programme Governance											
HS2 Growth Delivery Programme Communications	SOC	SLT	20/06/2018	CRF/SOC TBC	0.33	0.33	01/04/2019	01/04/2019	30/03/2020	30/03/2020	Annual rolling programme. Reported at IB on 20/04/20, but SOC's were submitted and appraised and considered a support function. Closure Report pending.

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KEY				
Actual / Forecast Start Date	0 - 3 Month Variance	3 - 6 Month Variance	6 Months + or An Issue	Complete
Actual / Forecast Completion Date				

N.B.
<p>Approved Start & Completion Dates: Data source comes from 1 of 3 possible options depending on the stage the project has reached within the Governance Lifecycle and are:</p> <ol style="list-style-type: none"> 1. Business Case / Change Request 2. Governance Board Approval 3. Funding Agreement / Deed of Variation

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WMCA Commercial Investment Fund (CIF) - Dashboard

01 June 2023

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WMCA CIF - Investments committed and completed funds

Opportunity - Location	Industry	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Local Authority	Loan Amount	Drawn Amount
Complex Development Projects - Telegraph, Far Gosford 2	Residential Property	90	2.56	0	80,000	£70,000	Coventry CC	£4,290,000	£4,123,526
Craig Watts - Aliaxis Site	Commercial Property	200	5.3	0	100,000	£0	Cannock Chase DC	£3,100,000	£2,839,630
Holbrook Lane Investment LLP - Holbrook Lane	Commercial Property	200	5.6	0	105,000	£450,000	Coventry CC	£8,800,000	£8,198,203
St Francis Group - Parallel 113	Commercial Property	198	6.6	0	113,000	£370,000	Walsall DC	£6,400,000	£6,356,651
Redsun Projects Ltd - Halesfield - Investment	Commercial Property	0	0	0	0	£0	Telford & Wrekin	£4,000,000	£4,000,000
Holbrook Lane LLP - Phase 2	Commercial Property	295	6.74	0	149,458	£650,000	Coventry CC	£15,000,000	£5,392,234
Complex Developments - Leamington	Commercial Property	140	0.03	0	18,198	£179,000	N Warwickshire	£3,000,000	£0
KMN Investments Ltd - Drywall Steel Sections - Mayank Gupta	Commercial Property	75	4.5	0	83,174	£290,000	Wolverhampton CC	£7,590,000	£3,200,000
Dean Wilson - Halesfield	Commercial Property	99	3.8	0	50,300	£210,000	Telford & Wrekin	£4,000,000	£1,150,780
Covanta Europe / Encyclis	Commercial Property	50	8.2	0	123,462	£2,500,000	Walsall DC	£7,500,000	£0
Barberry - Coventry	Commercial Property	112	2.57	0	43,500	£189,312	Coventry CC	£3,650,000	£0
Barberry - Rugby	Commercial Property	236	4.75	0	91,500	£910,425	Rugby	£13,050,000	£0
Barberry - i54	Commercial Property	265	5.83	0	102,500	£338,368	Wolverhampton CC	£5,250,000	£0
Morris & Co Stadium Point - Phase 1	Commercial Property	305	6.81	0	118,310	£596,000	Shropshire	£14,020,000	£0
Craig Watts - Aliaxis Site Phase 2	Commercial Property	250	3.1	0	33,000	-	Cannock Chase DC	£2,700,000	£0

Live outputs	Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount	Drawn Amount
	15	2,515	66	0	1,211,402	£6,753,105	£102,350,000	£35,261,024

Repaid	Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount
	20	3,430	73	513	1,285,938	£5,095,993	£88,295,000

Total	Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount
	35	5,945	140	513	2,497,340	£11,849,098	£190,645,000

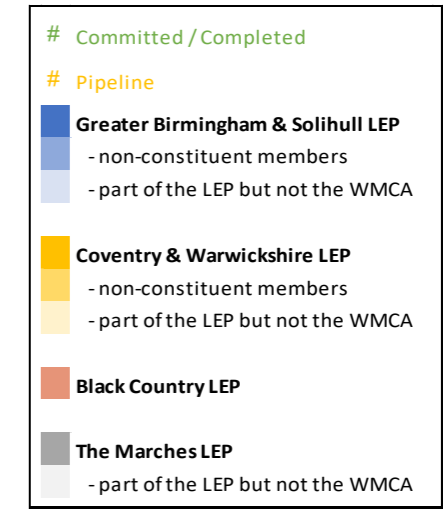
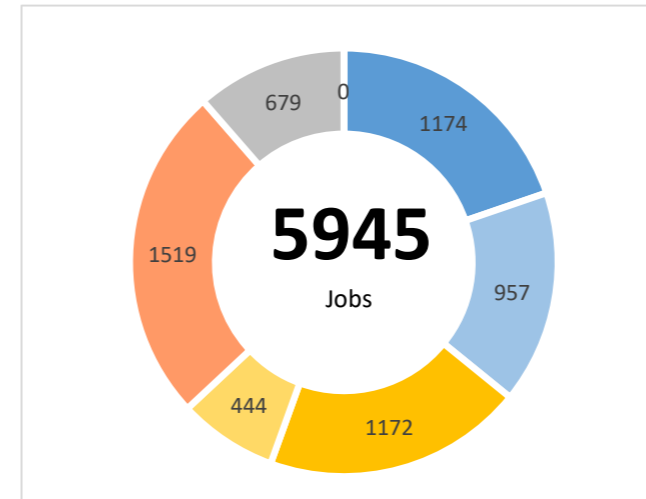
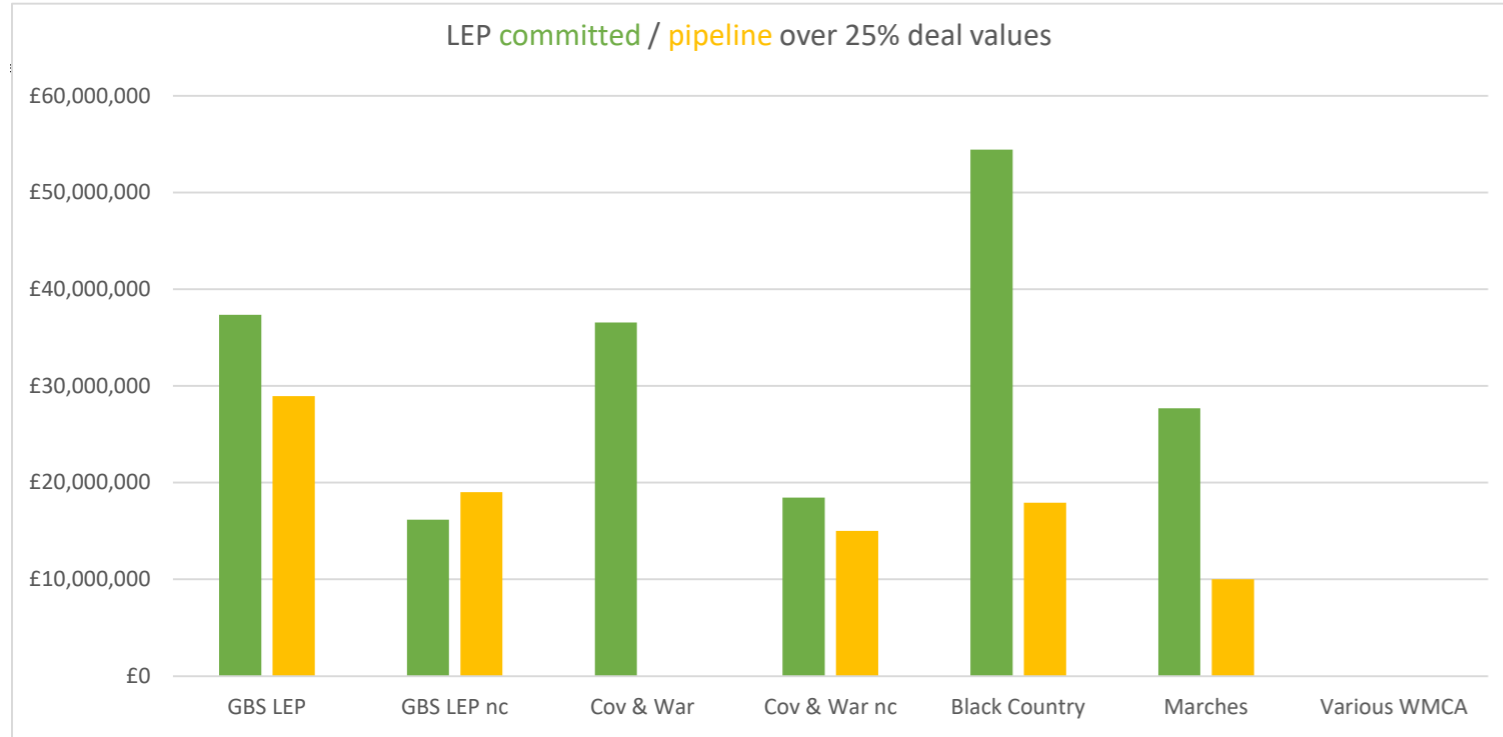
WMCA CIF - Investments Repaid

Opportunity - Location	Industry	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Local Authority	Loan Amount
Barberry - 57 AMH	Industrial	230	2.37	0	56,800	£270,000	Birmingham CC	£5,030,000
Barberry - 65 AMH	Commercial Property	80	2.9	0	60,000	£208,545	Birmingham CC	£3,680,000
Barberry - Kingswood Lakeside	Commercial Property	82	3.45	0	61,600	£177,038	Cannock Chase DC	£3,350,000
Barberry - Perry Barr	Commercial Property	75	2.5	0	48,000	£149,448	Birmingham CC	£2,900,000
Chase Midlands - Sheldon	Commercial Property	230	1	0	45,140	£374,578	Birmingham CC	£7,905,000
Complex Development Projects - Telegraph, Far Gosford (Refi'd)	Commercial Property	200	2.7	423	0	£0	Coventry CC	£2,820,000
Cordwell Lesiure - Walsall	Commercial Property	130	1.2	0	35,400	£257,223	Walsall DC	£6,950,000
Expert Holdings Ltd	Commercial Property	275	4	0	82,000	£257,223	Coventry CC	£2,000,000
Goold Estates Ltd - Steel Park	Commercial Property	165	5.5	0	69,025	£198,378	Wolverhampton CC	£3,700,000
Macc Care - Sutton	Residential Property	60	1.78	10	25,833	£287,000	Birmingham CC	£2,350,000
Opus Land - Kingswood Lakeside	Commercial Property	425	14	0	283,185	£807,120	Cannock Chase DC	£7,000,000
Opus Land - Seven Stars	Commercial Property	203	6.35	0	120,000	£360,000	Sandwell MBC	£5,500,000
Warmflame Developments Ltd - Nuneaton	Commercial Property	68	0.74	0	35,000	£90,000	Nuneaton & Bedworth	£2,400,000
WD (Cakes & More) Ltd	Commercial Property	107	2.75	0	54,000	£200,000	Dudley MBC	£3,600,000
Chancerygate - Minworth	Commercial Property	140	3.13	0	72,010	£300,000	Birmingham CC	£6,000,000
Redsun Projects Ltd - Halesfield	Commercial Property	200	5	0	77,000	£209,000	Telford & Wrekin	£3,400,000
Morris & Company Ltd - Paragon Point	Commercial Property	75	2.54	0	37,900	£113,000	Telford & Wrekin	£2,265,000
Stoford Properties - Sandvik	Commercial Property	182	8.26	80	20,000	£165,000	Dudley MBC	£4,945,000
Barberry - Well Lane, Wolverhampton	Commercial Property	144	3.31	0	55,575	£172,440	Wolverhampton CC	£3,000,000
Kinrise - Citadel	Commercial Property	359	0	0	47,470	£500,000	Birmingham CC	£9,500,000

Repaid

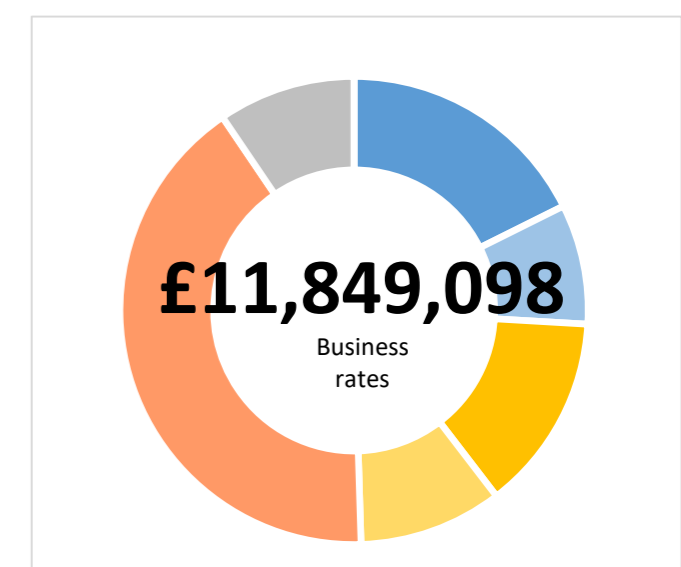
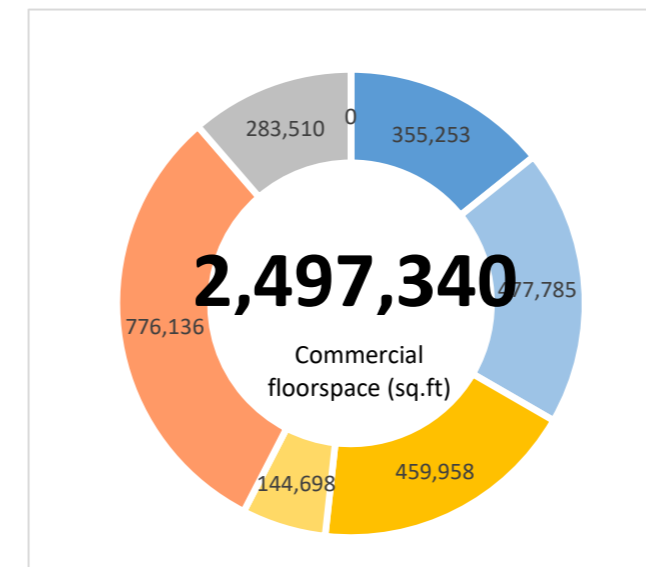
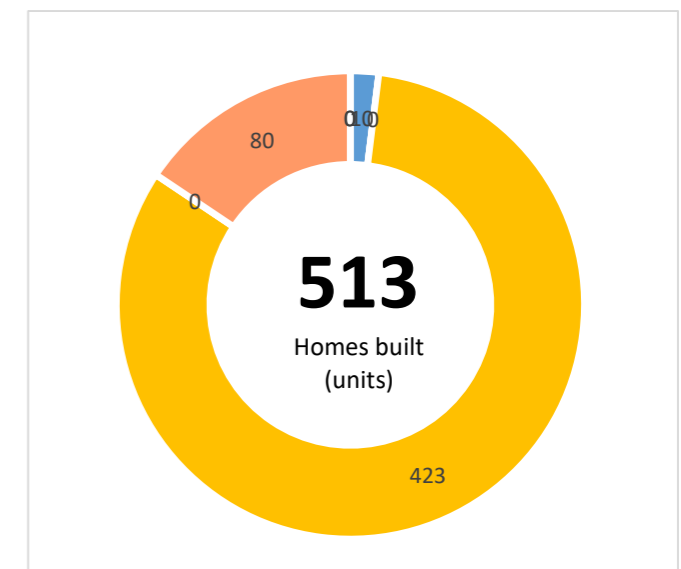
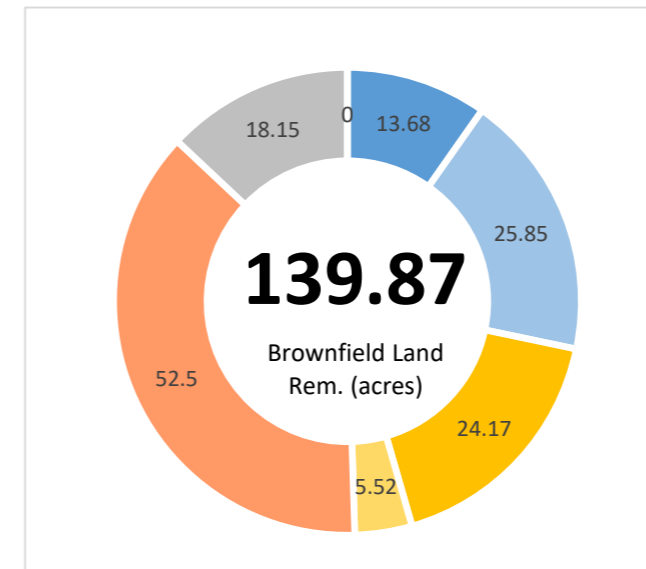
Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount
20	3,430	73	513	1,285,938	£5,095,993	£88,295,000

WMCA CIF - Dashboard



Geography of committed deal values - committed / pipeline over 25%

Birmingham	Solihull			
£37,065,000	£0			
£28,500,000	£0			
Cannock	Redditch	Tamworth	Lichfield	
£16,150,000	£0	£0	£0	
£19,000,000	£0	£0	£0	
Coventry				
£36,560,000				
£0				
N Warwickshire	Nuneaton	Rugby	Stratford	Warwick
£3,000,000	£2,400,000	£13,050,000	£0	£0
£15,000,000	£0	£0	£0	£0
Walsall	Dudley	W'hampton	Sandwell	
£20,850,000	£8,545,000	£19,540,000	£5,500,000	
£0	£1,400,000	£14,000,000	£2,500,000	
Telford	Shropshire		Various WMCA	
£13,665,000	£14,020,000		£0	
£10,000,000	£0		£0	



WMCA Brownfield Land and Property Development Fund (BLPDF) - Dashboard

01 June 2023

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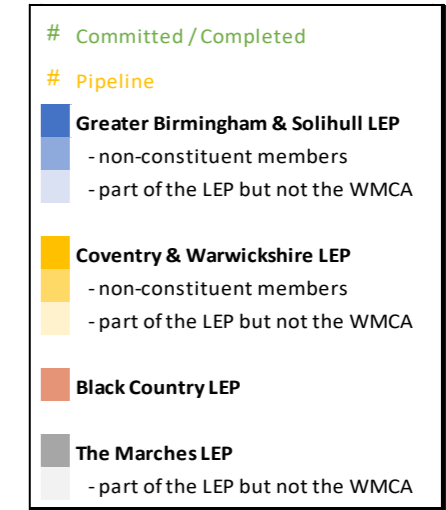
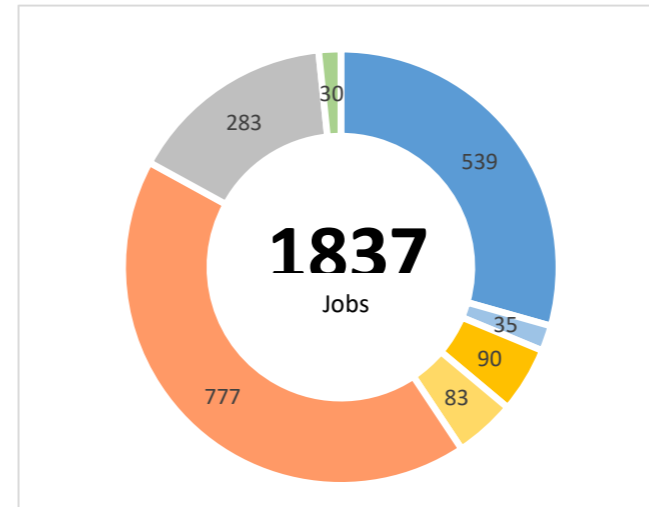
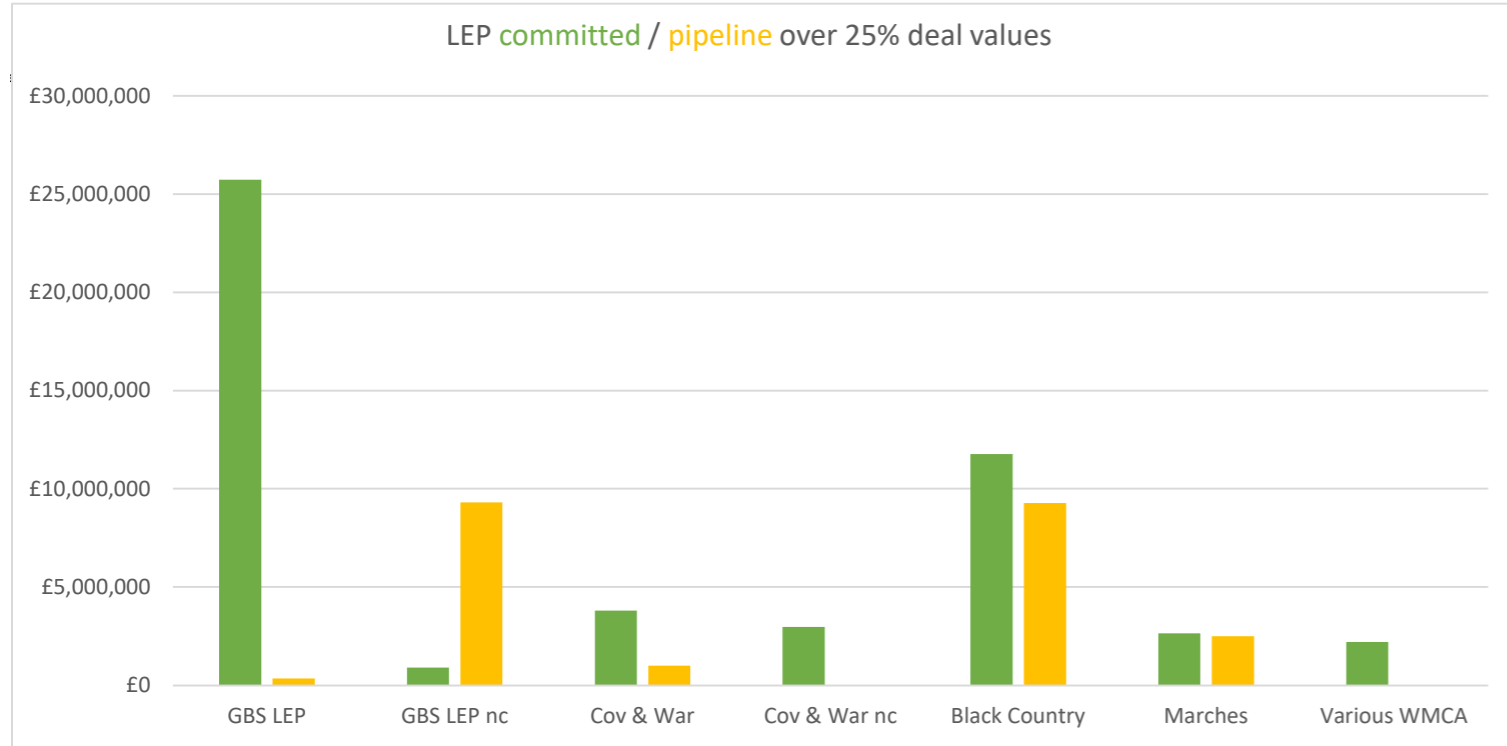
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WMCA BLPDF - Investments committed and completed funds

Opportunity - Location	Industry	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Local Authority	Grant Amount	Drawn Amount
Cavendish House, Portersfield Phase 1, Dudley (Avenbury) - WMCA Scheme *Fully Drawn*	Residential Property	0	2	28	0	£0	Dudley MBC	£724,000	£654,945
Symphony Hall - WMCA Scheme *Fully Drawn*	Commercial Property	21	0	0	0	£0	Birmingham CC	£256,920	£256,261
Anchor Meadow, Aldridge - WMCA Scheme	Commercial Property	27	0.49	0	0	£0	Walsall DC	£400,000	£388,500
Pipe Hall, Bilston - WMCA Scheme	Residential Property	0	0.327	0	0	£0	Wolverhampton CC	£1,249,500	£201,436
EVCATS - WMCA Scheme	Commercial Property	30	5.5	0	100,000	£250,000	Various WMCA	£2,200,000	£0
Mucklow Park, Tyseley *Fully Drawn*	Commercial Property	350	20	0	255,000	£436,489	Birmingham CC	£1,011,500	£1,011,500
Opus Land Seven Stars *Fully Drawn*	Commercial Property	143	6.3	0	120,000	£342,000	Sandwell MBC	£2,630,000	£2,627,773
Telegraph, Far Gosford Developments *Fully Drawn*	Commercial Property	90	2.56	0	80,000	£70,000	Coventry CC	£3,800,000	£3,800,000
Vistry Partnerships Ltd *Fully Drawn*	Residential Property	0	4.6	0	0	£0	Walsall DC	£615,000	£615,000
BCC Commonwealth Games *Fully Drawn*	Residential Property	125	13.34	256	269,097	£0	Birmingham CC	£20,075,000	£20,075,000
Dudley College *Fully Drawn*	Commercial Property	150	2.6	0	51,130	£0	Dudley MBC	£2,121,000	£2,121,000
Stoford Properties - Shidas Lane *Fully Drawn*	Commercial Property	450	7	0	55,000	£0	Sandwell MBC	£3,450,000	£3,450,000
Cannock District Council - Hawks Green *Fully Drawn*	Residential Property	35	2.22	44	0	£0	Cannock Chase DC	£900,000	£900,000
Redsun Projects Ltd *Fully Drawn*	Commercial Property	200	5	0	78000	£209,000	Telford & Wrekin	£1,746,080	£1,746,082
Nuneaton & Bedworth Borough Council *Fully Drawn*	Commercial Property	30	5.7	28	56457	£300,000	Nuneaton & Bedworth	£775,000	£775,000
Nuplace South Waterway *Fully Drawn*	Residential Property	6	5.9	46	0	£0.00	Telford & Wrekin	£460,000.00	£460,000.00
Mira Technology Park Limited	Commercial Property	53	1.5	0	57,759	£296,000	N Warwickshire	£2,195,000	£0
Anthem Lovells - Caparo	Residential Property	7	16.53	0	0	0	Walsall DC	£575,000.00	£359,375.00
Central & Country - Telford & Wrekin (House Building Programme)	Residential Property	77	12.22	96	0	£0	Telford & Wrekin	£430,000	£0
Yardley Brook, Shard End	Residential Property	43	33	149	0	£0	Birmingham CC	£4,386,000	£0

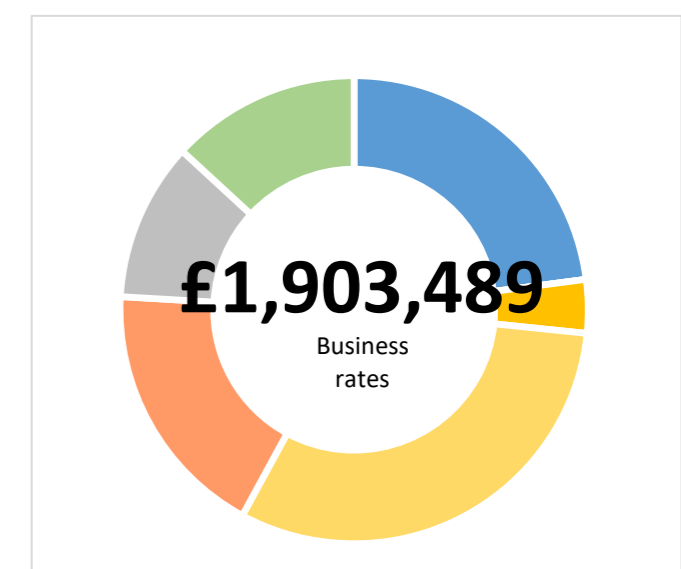
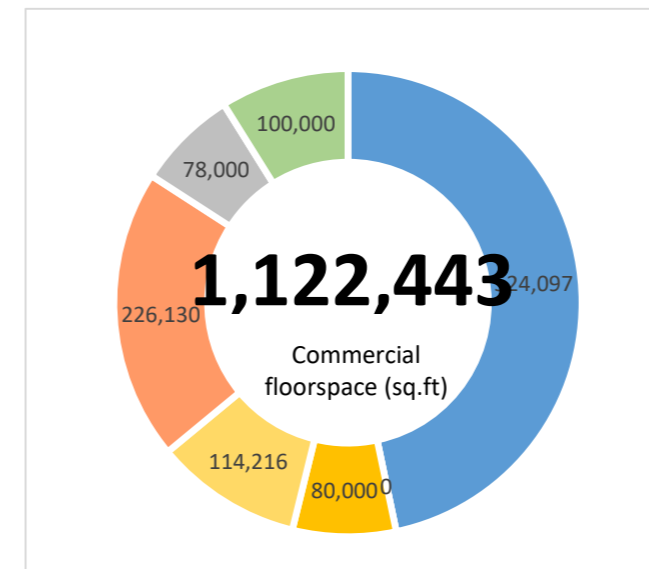
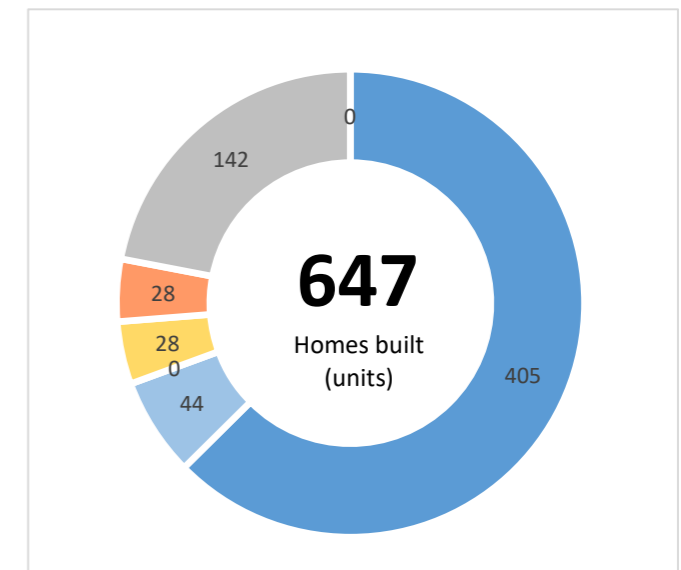
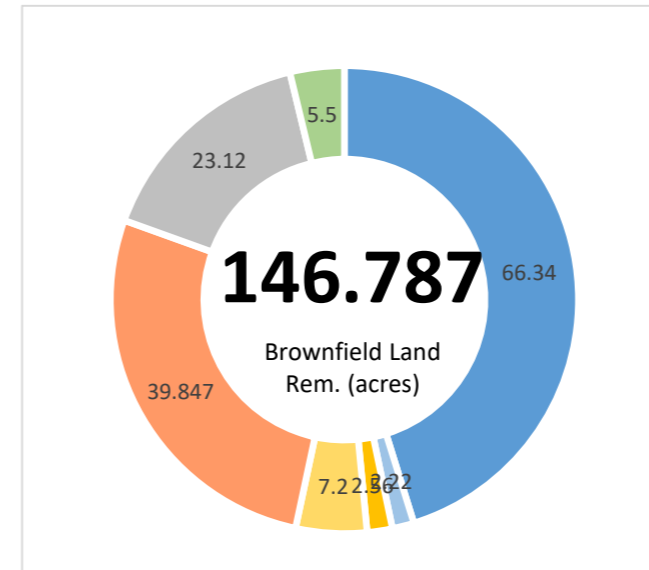
Total	Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Grant Amount	Drawn amount
	20	1,837	147	647	1,122,443	£1,903,489	£50,000,000	£39,441,871

WMCA BLPDF - Dashboard



Geography of committed deal values - committed / pipeline over 25%

Birmingham	Solihull			
£25,239,420	£0			
£345,000	£0			
Cannock	Redditch	Tamworth		
£900,000	£0	£0		
£9,300,000	£0	£0		
Coventry				
£3,800,000				
£1,000,000				
N Warwickshire	Nuneaton	Rugby	Stratford	Warwick
£2,195,000	£775,000	£0	£0	£0
£0	£0	£0	£0	£0
Walsall	Dudley	W'hampton	Sandwell	
£1,590,000	£2,845,000	£1,249,500	£6,080,000	
£0	£0	£5,280,000	£4,000,000	
Telford	Shropshire		Various WMCA	
£2,636,080	£0		£2,200,000	
£2,500,000	£0		£0	



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WMCA Residential Investment Fund (RIF) - Dashboard

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WMCA RIF - Investments committed and completed funds

Opportunity - Location	Industry	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Local Authority	Loan Amount	Drawn Amount
Complex Development Projects Ltd. - Abbotts Lane	Residential Property	35	5.5	700	0	£0	Coventry CC	£1,021,429	£1,021,429
Rainier Developments - Tenby St	Residential Property	2	0.33	37	6,800	£0	Birmingham CC	£6,950,000	£465,509
Urban Splash Homes - Port Loop	Residential Property	0	3	308	0	£0	Birmingham CC	£10,000,000	£0
Parkes Homes - Various	Residential Property	13	1	12	4,240	£0	Various WMCA	£1,000,000	£0
Cornerstone Partnership Ltd	Residential Property	8	2	35	0	£0	Tamworth CC	£9,000,000	£8,641,500
Build 55	Residential Property	0	12	0	0	£0	Birmingham CC	£3,000,000	£0
Cordia Blackswan Bradford Works Shared Living Scheme	Residential Property	0	0.25	30	0	£0	Birmingham CC	£3,200,000	£0
Central & Country	Residential Property	0	7	36	0	£0	Telford & Wrekin	£4,000,000	£0
Button Works Limited	Residential Property	0	0.4	29	0	£0	Birmingham CC	£4,800,000	£0
Lease Method Management - Harborne	Residential Property	0	-	45	5,577	£0	Birmingham CC	£7,500,000	£0

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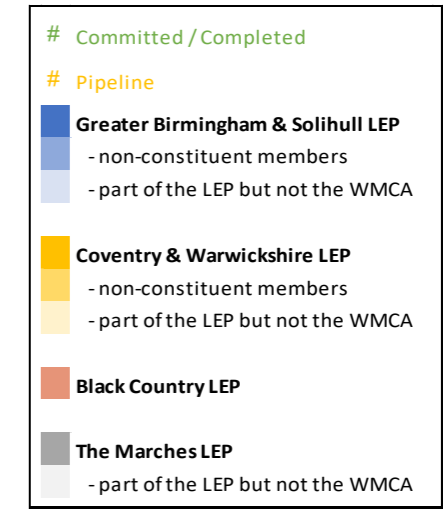
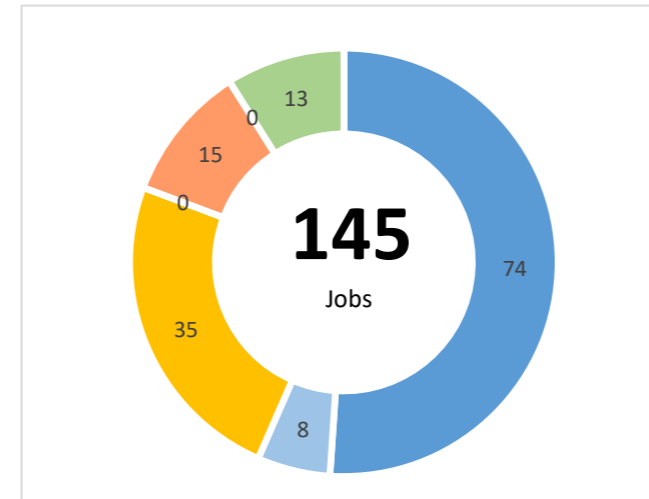
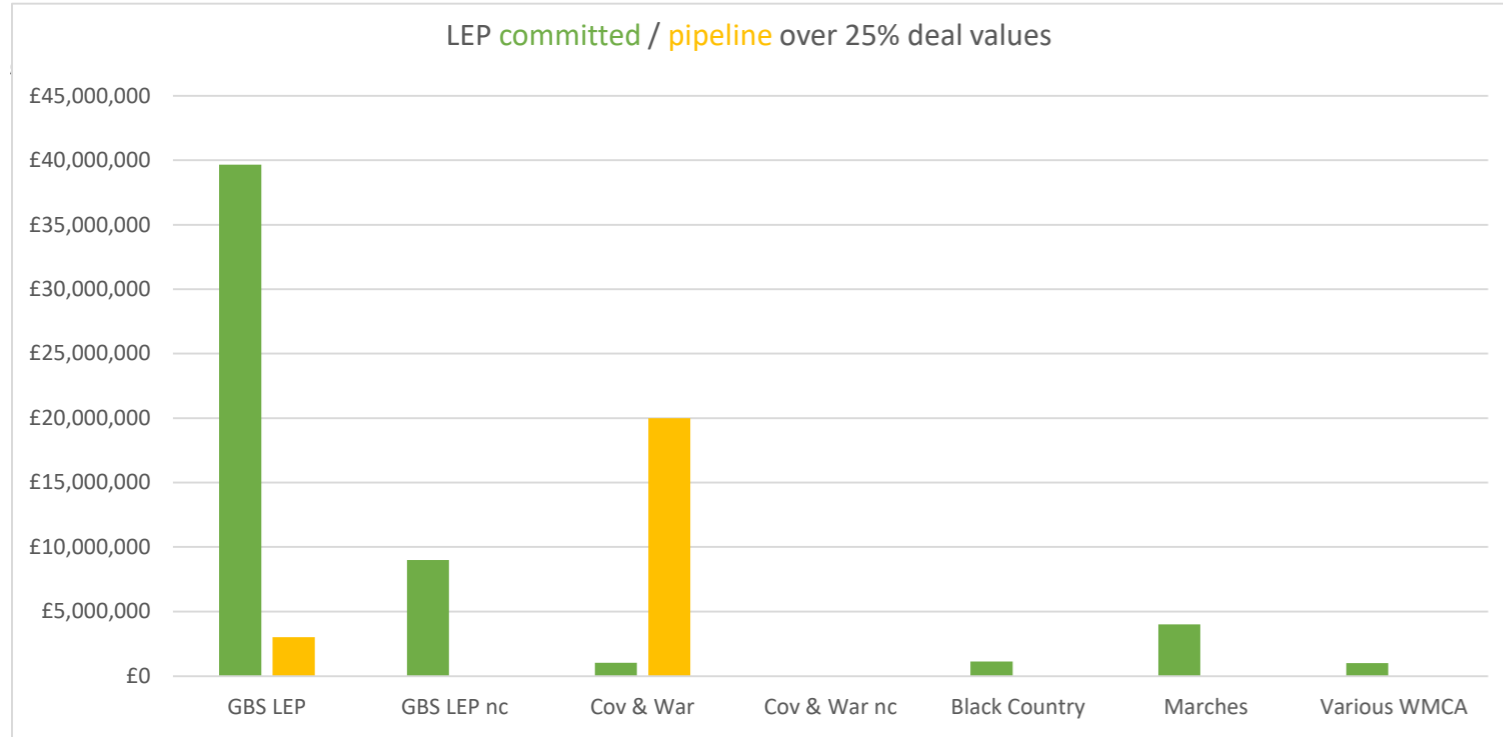
Live outputs	Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount	Drawn Amount
	10	58	31	1,232	16,617	£0	£50,471,429	£10,128,438
Repaid	Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount	Drawn Amount
	2	87	1	40	0	£0	£5,340,000	
Total	Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount	Drawn Amount
	12	145	32	1,272	16,617	£0	£55,811,429	

WMCA RIF - Investments Repaid

Opportunity - Location	Industry	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Local Authority	Loan Amount
Complex Development Projects Ltd. - Carver Street	Residential Property	72	0.22	30	0	£0	Birmingham CC	£4,220,000
Parkes Homes - Gornal	Residential Property	15	0.5	10	0	£0	Dudley MBC	£1,120,000

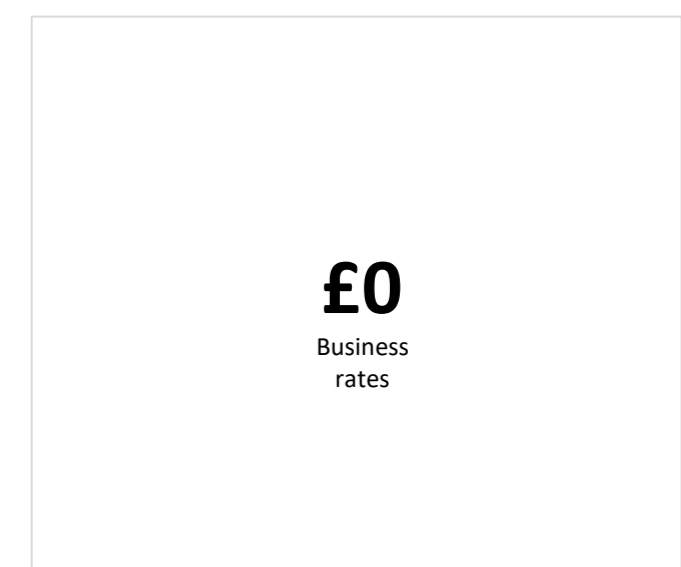
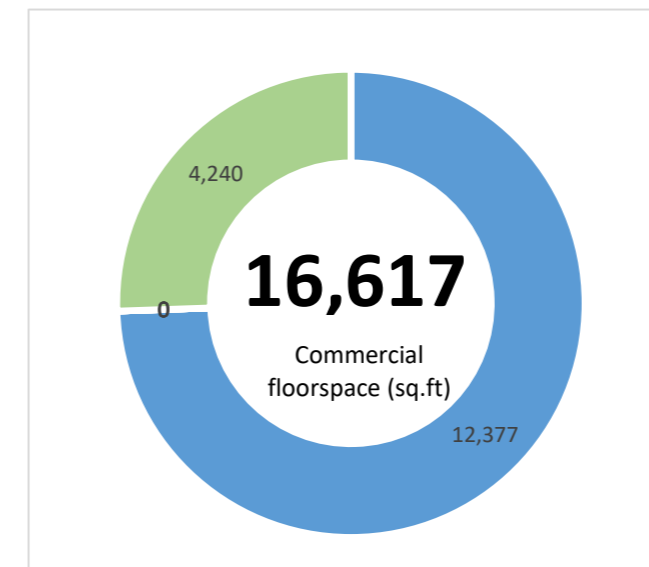
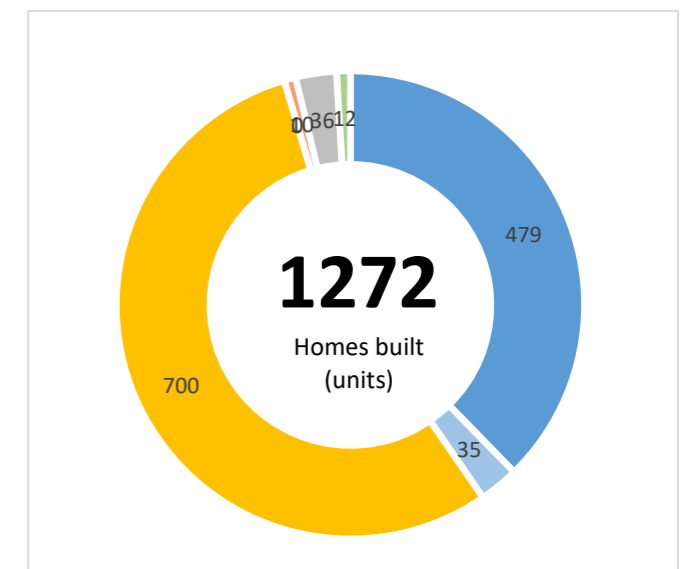
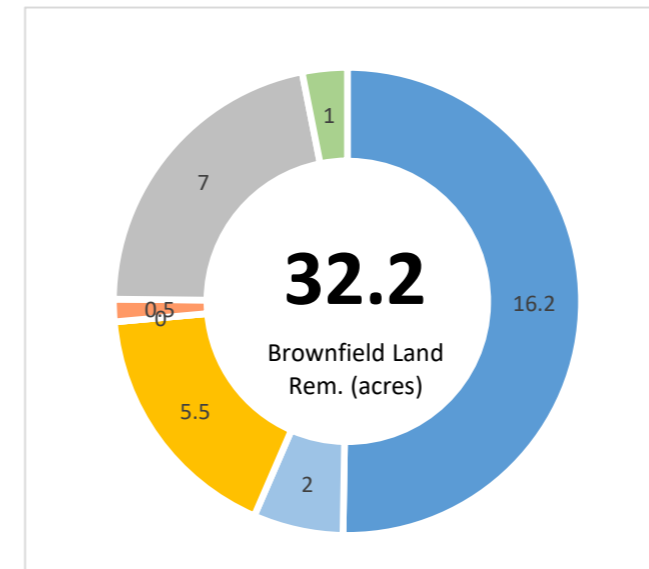
Transaction	Jobs Created	Brownfield Land - Acres	Homes Created	Com. Space sq ft	Business Rates pa	Loan Amount
2	87	1	40	0	£0	£5,340,000

WMCA RIF - Dashboard



Geography of committed deal values - committed / pipeline over 25%

Birmingham	Solihull			
£39,700,000	£0			
£3,000,000	£0			
Cannock	Redditch	Tamworth	Lichfield	
£0	£0	£9,000,000	£0	
£0	£0	£0	£0	
Coventry				
£1,021,429				
£20,000,000				
N Warwickshire	Nuneaton	Rugby	Stratford	Warwick
£0	£0	£0	£0	£0
£0	£0	£0	£0	£0
Walsall	Dudley	W'hampton	Sandwell	
£0	£1,120,000	£0	£0	
£0	£0	£0	£0	
Telford	Shropshire	Various WMCA		
£4,000,000	£0	£1,000,000		
£0	£0	£0		





Investment Board

Date	19 th June 2023
Report title	Commonwealth Games Legacy Enhancement Fund (CWGLEF) Summary Report
Accountable Chief Executive	Laura Shoaf, Chief Executive Officer
Accountable Employee	Ed Cox, Director of Strategy, Integration and Net Zero Bethan Stimpson, Head of Commonwealth Games Legacy

Recommendation(s) for action or decision:

The Investment Board is recommended to:

- (1) Note the background relating to the eight CWGLEF Business Cases presented to Investment Board on 19th June.

1. Purpose

The Investment Board has been asked to consider eight CWGLEF Business Cases in June and should expect a further four to follow between July and September 2023. This Report summarises the key contextual matters surrounding the Commonwealth Games Legacy Enhancement Fund, including details surrounding the funding, its conditions and delivery timescales which relate to all 8 of the Cases under consideration in June 2023.

2. Background

£70million of one-off inwards funding to WMCA has been secured from DCMS resulting from a significant underspend on the Birmingham 2022 Commonwealth Games.

This budget and its core components were approved in principle by WMCA Board in December 2022 and March 2023 WMCA Board meetings, subject to approval of project detail by Investment Board. Further details of the proposed activity are set out in this Cover Paper and individual supporting Business Justification Cases for each project available to the Board on request.

The CWGLEF has been divided into four 'pillars' to ensure delivery of outcomes across a range of WMCA priority areas. The table below summarises this breakdown. Each

project has been subject to the WMCA Single Assurance Framework process and Investment Board review and approval.

Pillar	Total Value	Consideration by Investment Board in June	For future consideration
Economy, Trade & Tourism	£40.8m	Jobs & Skills and Wellbeing (£5.75m) Mobilisation Plan for Growth Business (£3.25m) Global West Midlands (£2m)	Major Events Fund (£6m) Global West Midlands (£12.1m)
Inclusive Communities	£20.8m	Commonwealth Community Grants (£10.5m) Legacy Trailblazers (£5m) European Athletics Championships (£3m) Social Economy Growth Programme (£2m)	Strategic Framework (£300k)
Wellbeing & Sustainability	£3.2m	[Community Green Grants*] (£1.2m),	Sandwell Aquatics Centre (£2m)
Culture & Heritage	£4.1m	Culture & Heritage (£4.1)	-

* Approved by Investment Board in May 2023.

1. Strategic Management and Governance

WMCA has agreed the creation of a 2-year fixed term 'Head of Commonwealth Games Legacy Enhancement Fund' role to oversee successful delivery, monitoring and reporting of project level activity.

Under the leadership of the Head of CWGLEF and the Director of Strategy, Integration and Net-Zero, all projects, both outsourced and in-house delivered, will be:

- Governed by a centralised risk and programme management approach led by the Head of Commonwealth Games Legacy;
- Subject to WMCA Finance monitoring and assurance, tied to actual spend of funds overseen by WMCA's Section 151 Officer;
- Required to adhere to DCMS imposed terms and conditions (for example, ability to demonstrate and evidence project outcomes).

The CWGLEF is committed to effective Evaluation of its project level activities. All Cover Reports detail project level Evaluation activities, tailored to the needs of individual projects. A centralised gathering of Evaluation outputs from projects will be prioritised to ensure DCMS reporting requirements are met, and that where appropriate, outcomes can be reflected in WMCA Communications.

4. Financial Implications

Table 1	
Finance Summary	PBC (£)
Total Project Cost:	£70,000,000
WMCA Funding Required:	£70,000,000
WMCA Funding Stream:	DCMS CWG Legacy Fund
Funds Secured:	0
Funds Not Secured:	£70,000,000

All projects within CWGLEF have been designed to fit within the allocated pillar and project envelopes detailed in this report. There is no impact on wider WMCA Business as Usual budgeted activities.

All £70million of spend is required by DCMS to have been completed by 31 March 2025, to align with the current Spending Review period.

DCMS T&Cs have indicated a 3-month arrears payment basis of funds to WMCA. WMCA Finance will manage this process and may be required to provide evidence of spend for reimbursement. Where feasible, this condition has been mandated downstream to projects. However, some projects require up-front cash payments (e.g. Commonwealth Community Grants) and therefore there is a small financial operating risk to WMCA of up to 3 months.

The Board should note that a special arrangement, reflected in the legal Funding Agreement between WMCA and DCMS has been made in respect of the European Athletics Championships (EAC) (to be delivered by BCC). This arrangement confirms DCMS's understanding that outcomes relating to the EAC will not be reportable until c. March 2027, following delivery of the event itself in Summer 2026. Funding provided to BCC for EAC will be used to fund complementary activity (including development of the Alexander Stadium for use in the EAC 2026), to enable BCC to release aspects of its 'business as usual' finance for deferred spend post March 2025. Further details of this arrangement are provided in the EAC Cover Report.

Per Government and WMCA policy, a 1% and 2% respective contribution from the £70million budget will be made to support DCMS and WMCA operations and central function support. Remaining funding (£67.9million) will be distributed and managed through a range of supplier contracts, grant agreements and double-devolution to Local Authorities. A breakdown of these models is presented in the table below.

Pillar	Programme	Budget	Funding Model
Inclusive Communities	Commonwealth Inclusive Communities Grants	£10.5million*	Competitive Supplier Contract Competitive Grant Agreements
	Legacy Trailblazers	£5million	Direct Award Contract (United by 2022 Legacy Charity)
	European Athletics Championships	£3million	Double-devolution (Birmingham)
	Social Economy	£2million*	Competitive Supplier Contracts

	Inclusive Practice Framework	£0.3million	In-house WMCA delivery
Economy, Trade and Tourism	Jobs, Skills and Wellbeing	£5.75million*	Double-devolution (Constituent LAs)
	Major Events Fund	£6million	Double devolution (major event host LAs)
	West Midlands High Growth	£3.25million*	Competitive Supplier Contract(s)
	Global West Midlands	£0.7million	Double-devolution (Constituent LAs)
	Global West Midlands	£13.4million	Direct Award Contract (West Midlands Growth Company)
	European Athletics Championships	£10.7million	Double-devolution (Birmingham)
Culture and Heritage	Creative Commissions and Place Based Grants	£2.5million	Double-devolution (Constituent LAs)
	Strategic development and conference	£0.6m*	In-house WMCA delivery
	International Grants Skills and Business Programme Mayor's Talent Fund	£1million	Competitive Grant Agreements
Wellbeing and Sustainability	Sandwell Aquatics Centre	£2million	Double-devolution (Sandwell)
	Community Green Grants	£1.2million*	Competitive Supplier Contract Competitive Grant Agreements
		£67.9million	

Programmes marked with an asterisk (“*”) reflect those where a small proportion of funding will be used to enhance WMCA capacity through additional staff recruitment and administration costs. Management and administration costs have been considered by each individual programme and are presented in individual business cases. Shared roles across three individual programmes have been identified, with scope to reduce administration costs by three roles. The overall programme will be managed by a single dedicated role supported by existing WMCA staff funded through the mainstream WMCA budget.

The importance of Evaluation on this programme has been acknowledged throughout development stage. Following a programme wide review, a centralised, independent Evaluation of the full £70million programme will be undertaken. Funding contributions from individual projects will be made to facilitate this. This approach will minimise duplication of evaluation efforts and costs, as well as ensure consistency of Evaluation approach and the identification of cross cutting outcomes.

5. Legal Implications

A Funding Agreement between DCMS and the WMCA is progressing to execution. Laura Shoaf, WMCA Chief Executive Officer is the named Senior Responsible Owner for this Agreement.

A draft version of the Funding Agreement has been provided to the WMCA Legal team and a finalised version is being refined. Execution of this agreement is anticipated in June 2023.

All of the Business Cases under consideration by Investment Board in June 2023 will require elements of sub-contracting to delivery partners. Contracts include suppliers (via competitive tender and sole source award), direct double-devolution of funding to Local Authorities and Grant Agreements. Details of contractual arrangements are summarised in individual Cover Reports, however WMCA Legal will oversee inclusion and 'back-to-backing' of all DCMS imposed terms to ensure delivery partners support WMCA in effectively adhering to all legal, monitoring and outcome aspects of the Funding Agreement.

6. Single Assurance Framework Implications

At meetings on 19 December 2022 and 17 March 2023, WMCA Board approved an approach to the £70million Commonwealth Games Legacy Enhancement Fund (CWGLEF) in line with the SAF.

The continuation of support for the projects presented to Investment Board on 19th June 2023 is contingent on comprehensive Programme Business Cases having been assessed through the SAF process and ultimately approval by Investment Board itself.

7. Geographical Area of Report's Implications

This report applies to West Midlands Combined Authority constituent and non-constituent local authority areas. Specific consideration was made to this geographic definition in WMCA Board on 17th March 2023, and further details of approval are noted here: [Point 15 on Page 10, of Item 9 at 17th March 2023's WMCA Board.](#)

Relevant extracts from the above approval read as follows:

14. There is a decision needed on whether non-constituent authorities of the WMCA should be eligible to benefit from the funding as direct recipients. While we propose that non-constituent authorities be included in region-wide initiatives where this may reflect realities on the ground, there is a separate decision needed on whether non-constituent authorities should be eligible to receive funding from the CWGLEF directly, i.e. by being permitted to bid into competitive grant pots.

15. We propose that non-constituent authorities should be eligible to bid into the CWGLEF in relation to (i) the regional Major Events Programme, and (ii) the Community Grants Programme, recognising that each may be subject to the determination of more detailed criteria and design for those programmes.

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West Midlands
Combined Authority

The Risk & Investment Appraisal has been completed to support better and more informed spending and investment decisions at the WMCA

RISK & INVESTMENT

SUMMARY APPRAISAL

COMMONWEALTH GAMES LEGACY FUND

WMCA Appraisal

INTRODUCTION

The purpose of this report is to:

- Provide a high-level summary of the outcome of the independent Assurance and Appraisal activity including any notable risks (project and strategic), commercial viability and Value for Money (VfM) of the investment and the opportunities it brings forward,
- put forward approval conditions assigned at both Programme and Project level which will form the basis of agreements post the approval decision. These have been summarised in Appendix I which is available upon request,
- and act as an informative tool for decision-makers that accompanies the business case through to an approval decision.

Please note all Business Cases were assessed in accordance with the WMCA's Signal Assurance Framework (SAF). This includes:

- 1- A business case maturity assessment (BCAT) conducted by Assurance who provided a % score and RAG rating based on the initial business case submissions received prior to improvements made following their recommendations to strength the business case.
- 2- Following this, Appraisal conducted a review on the final business case submissions to detail the investment risks, opportunities, alignment to Inclusive Growth and contributions to Net Zero.

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1 PROGRAMME – LEVEL RISK SUMMARY

The following programme level risks have been noted during the Appraisal review that are applicable to most, if not all the projects included within the Commonwealth Games Legacy Fund (CWG LF). Where conditions have been noted by the Project Team/s, WMCA Appraisal or Investment Panel to mitigate these risks, this has been noted below.

	Programme Risk Category	Programme Risk	Proposed Condition to Mitigate
1	Delivery Risk	Programme monitoring and evaluation arrangements need to be agreed	Programme level monitoring and evaluation should be conducted by WMCA to ensure there is oversight on programme delivery that can be communicated to Central Government as required. This activity should be formed on the Framework provided by the Business Improvement Team.
2	Delivery Risk	Due to approval time pressures, some business cases have not been able to provide key delivery information and documentation	WMCA Assurance will conduct a health check commencing in June 2023 to test the programmes at a programme's readiness to deliver.
3	Economic Risk	Due to current economic environment, rising inflation may impact the delivery of outputs and outcomes	WMCA to monitor individual project costs against output delivery closely to understand any emergent cost pressures as a result of the economy
4	Delivery Risk	Lack of communication between the various projects and programmes within the legacy fund	This can become an opportunity if a forum is set up whereby sponsors, project and programme leads connect regularly to share progress, expertise and discuss utilising economies of scale where possible.

2 PROJECT RISKS AND OPPORTUNITIES

2.1 BUSINESS JUSTIFICATION CASE (BJC) - SOCIAL ECONOMY GROWTH PROGRAMME - £2.0 M ASK

Appraisal Recommendation

This project is **recommended to be approved** with the following conditions:

- Monitoring and evaluation report showing impact and progress towards project objectives to be produced before the end of the project, with a final report following conclusion of the project.
- It is noted that part of the proposal is to collect relevant data and evaluate the project. The lessons learnt identified from this exercise need to be applied to future social economy projects.

Key Risks

- Delivery Risk : procurement activity, although started, is still progressing and may impact on objectives or timescales if it cannot be completed as intended

Key Opportunities

- This project uses available funding to progress actions in WMCA's Framework "Growing the Social Economy in the WMCA area"
- The social economy sector is expecting action in this area, this project will help to meet requirements.

Inclusive Growth Alignment

Encouraging the social economy is beneficial to Inclusive Growth by encouraging social enterprises more likely to respond to local needs and remove barriers to growth for more disadvantaged communities.

#WM2041 Net Zero Contribution

Setting a target of 15% of supported social enterprises having an environmental focus

WMCA Assurance

WMCA Assurance rated the overall maturity of this business case as **Green (93%)** which is defined as:

Successful delivery of the project / programme to time, cost and benefits realisation appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.

All high rated observations have been responded to and addressed by the project team

2.2 PROGRAMME BUSINESS CASE (PBC) – CULTURE AND HERITAGE - £4.1 M ASK

Appraisal Recommendation

This programme is **recommended to be approved** with the following conditions:

- To mitigate the risk of recruitment of new job posts causing delay to delivery timescales, the recruitment process should be concluded by 31st July 2023.
- The programme team have stated there will be robust project monitoring and evaluation in place (using agreed KPI's) to track outputs and outcomes through to fruition

Key Risks

- **Delivery risk** – Some of the objectives could be improved to ensure they are SMART. If objectives are not SMART this can make it difficult to confirm whether objectives have been met and delivery has been successful.

Key Opportunities

- Improve international profile of West Midlands cultural sector – this could also attract major cultural events
- Development of strategic regional frameworks for culture & heritage – currently there are no regional strategies for culture and heritage
- Provide opportunities for West Midlands cultural sector to benefit from shared learning and best practice.

Inclusive Growth Alignment

- Increasing cultural engagement and opportunity for residents
- Creating opportunities for residents to engage with co-created cultural offer near where they live and help improve community cohesion.
- Improving the diversity of workforce and retain talent in the region
- Providing employment and development opportunities for creatives /freelancers from the West Midlands
- Supporting young people with talent development.
- Addressing skills gaps which cannot be actioned through existing WMCA skills funding
- Improving diversity of cultural sector leadership

#WM2041 Net Zero Contribution

This business case will contribute towards #WM2041 by:

- Improving the sustainability and net zero impacts for cultural infrastructure

WMCA Assurance

WMCA Assurance rated the overall maturity of this business case as **Green (93%)** which is defined as:

Successful delivery of the project / programme to time, cost and benefits realisation appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.

There were no high rated observations noted during the assessment.

2.3 STRATEGIC OUTLINE CASE (SOC) - TRADE, BUSINESS, TOURISM, AND INVESTMENT - £2.5 M ASK

This project is **recommended to be approved** with the following conditions:

- A dedicated senior officer from WMCA is appointed to work with WMCG to review and monitor progress against the deliverables, milestones, outputs and financials on a monthly basis. This should include any reporting to funding bodies.
- A full business case (FBC) will be submitted for consideration in September 2023. This FBC will include detailed milestones, objectives and the scope related to the agreed activity of works set out in the West Midlands Growth Company (WMGC) Business Plan.
- The specific priorities and terms will need to be agreed between the Local Authorities and WMCA in respect of the £0.7m so the funding agreements can be drawn up and monies granted.
- For the purposes of the Funding Agreement a clear financial breakdown of proposed expenditure should be provided for what the £1.8m is being spent on.
- WMGC to work with all local authorities within WMCA to demonstrate that its future plans are aligned to and will benefit all local authority areas.

Key Risks

- **Financial Risk** - WMGC has been operating as a going concern for 2023/24. Future operations are reliant on the funding allocations. WMCA Board agreed on 17 March 2023 that the preferred operating model should be 'consolidation' and maintaining funds at £12m per annum. The total allocation from CWGLF does not yield this budget. Some of the other funds are also unsecure meaning that the ability to deliver the proposed programme and its outcomes could be at risk if the WMGC has to scale back its operations.
- **Economic Risk** - The SOC does not articulate how the £3.8m will be spent other than on early delivery of the business plan and developing the FBC, therefore VfM is difficult to determine.

Key Opportunities

- Investment will allow WMCG to build on the work undertaken to date with the Business and Tourism Programme (BATP)
- Opportunity to invest in a programme which will promote the region's business and domestic tourism opportunities to key markets and events.
- There is opportunity to exploit the economic legacy and benefits of an enhanced profile and reputation of the region following the Commonwealth Games. Interest from investors and tourists will be high.

Inclusive Growth Alignment

This project will promote inclusive growth through attracting various events, boosting tourism and increasing employment through inward investment.

WM2041 Net Zero Contribution

- Encouraging investors to consider taking space in retrofitted buildings
- Increasing the take up of low carbon real estate.
- Focus on attracting investment in low carbon new builds and retrofit projects.
- Improving supply of low carbon new build and retrofit space
- Encouraging investors to look to develop new hotel accommodation and tourist attractions with strong net zero credentials
- Working with Destination Management Organisations to benchmark sustainability performance against other destinations.

WMCA Assurance

Assurance rated the overall maturity of the original FBC as **Amber/Red (23%)** which is defined as:

Successful delivery of the project / programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed and establish whether resolution is feasible.

In response, the project team resubmitted a SOC and will follow up with a subsequent FBC as outlined within the conditions above.

2.4 BUSINESS JUSTIFICATION CASE (BJC) – SUPPORTING TRAILBLAZER PROJECTS – £5 M ASK

This project is **recommended to be approved** with the following conditions:

- The current objectives are focused on delivery of the ongoing Trailblazer projects and are not framed in a way to allow easy consideration of other ways to achieve the overall social objectives of the project. United by Birmingham 2022 (UB22) to share published report with WMCA in September 2022 with data on individual project objectives that will provide societal benefits.
- To contribute towards net zero objectives the project should actively encourage low carbon and sustainable methods wherever possible.

Key Risks

- Delivery Risk – this is a reactive proposal, using available funding to extend ongoing work. Whilst this is clearly of value, it is not obvious from the business case that a full assessment has been made of alternative uses of this funding to achieve the overall objectives
- Delivery Risk – the project has not been able to provide a full Green Book economic appraisal, although there is qualitative evidence that this project will contribute to the West Midlands through volunteering and training activities.
- Delivery Risk – The project is highly dependent on cashflow to UB22. Some initial payments will have been made to UB22 prior to approval of this BJC to ensure that the project can deliver the required outputs.

Key Opportunities

- This project continues the work being carried out by United by Birmingham 2022 in delivering legacy projects from the Commonwealth Games

Inclusive Growth Alignment

This project will encourage volunteering activity and skill development within areas identified as deprived.

WM2041 Net Zero

Due to nature of this project there were no significant benefits in the business case that would contribute to #WM2041. However, a condition has been placed on the project to ensure net zero is considered during all activities.

WMCA Assurance

Assurance rated the overall maturity of this business case as **Amber (45%)** which is defined as:

Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, any cost / schedule overrun could be resolved.

All high rated observations have been responded to by the project team.

2.5 BUSINESS JUSTIFICATION CASE (BJC) AND CHANGE REQUEST (CR) - ECONOMY, TRADE & TOURISM (WIDER JOBS & SKILLS) AND WELLBEING & SUSTAINABILITY (MENTAL HEALTH COMMISSION) - £5.75M ASK

This project is **recommended to be approved** with the following conditions:

- A range of target figures to be allocated towards each intervention within this programme is to be agreed
- Costing towards monitoring and evaluation is to be included within the programme financial profile. In addition, work is to continue on building in the local M&E requirements to the portal that is being developed for UK Shared Prosperity Fund (UKSPF), this is to streamline Local Authority reporting and will also build on existing work/documents already in place for UKSPF including delivery schedules and an Operational Plan.
- Robust performance monitoring will be in place to ensure risks regarding delays in local delivery or potential underspends will be escalated in a timely manner
- Recruitment for 2 key job posts to commence in June 2023
- To contribute towards net zero objectives the project should actively encourage low carbon and sustainable methods wherever possible.

Key Risks

- **Delivery risk** - LAs are considering financial/delivery profiling and shared that 50/50 may not be viable due to overarching programme financial requirements (30/70 award) or their own local circumstances. Several LAs have advised that they expect existing employment support funding to end by Q3/4 of 2023. To mitigate this risk, the project team has confirmed that in the event of delays, there is an opportunity to re-profile LA activity and funding. This enables activity to start during Q3 or Q4 of Year 1 and then progress over 2024/25 financial year to 31st March.

Key Opportunities

- Providing LAs with the opportunity to deliver a jobs and skills programme that builds on their existing knowledge and understanding of their local areas. This will enable them to focus the provision on local need and challenges whilst aligning with regional priorities.
- Address barriers identified for residents who do not benefit from opportunities and existing support offers. This includes having focused, targeted activity to those who are harder to reach or less engaged.
- Providing mental health and wellbeing support to young people as well as addressing education/employment needs.
- Increased employment and reduced economic inactivity in the region – examples in Section 1.4 below.

Inclusive Growth Alignment

- Reducing youth unemployment
- Reducing the number of residents without qualifications
- Increasing the number of people going into education or training and moving into employment.
- Increasing the number of people progressing onto apprenticeship programmes.
- Increasing the amount of people qualified to Level 3
- Reducing Youth Claimant (18-24) in local areas
- Improving mental health and wellbeing of young people
- Increasing number of people trained in the skills businesses need

WM2041 Net Zero

Due to nature of this project there were no significant benefits in the business case that would contribute to #WM2041. However, a condition has been placed on the project to ensure net zero is considered during all activities.

WMCA Assurance

Assurance rated the overall maturity of this business case as **Green/Amber (79%)** which is defined as:

Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening deliver

All high rated observations have been responded and addressed to by the project team.

2.6 PROGRAMME BUSINESS CASE (PBC) – INCLUSIVE COMMUNITY GRANTS – £10.5M ASK

This programme is **recommended to be approved** with the following conditions:

- Obtain a copy of Lessons Learnt from similar internal grant programmes e.g., Community Green Grants; Shared Prosperity Fund etc. Review learns to implement quick wins into Inclusive Community Grants programme. This includes understanding the process for assessing community bids for funding (if applicable).
- Engage with WMCA's Inclusive Growth team to understand the toolkits available to support alignment to WMCA Inclusive Growth policies.
- Project team to determine risk ownership (including supplier related risks) within their risk register to demonstrate appropriate risk management, Once updated this document should be shared with the WMCA Strategic Risk Manager.
- Project team to provide baseline measures to allow robust monitoring and evaluation following engagement with communities to understand the agreed outputs and outcomes.
- To contribute towards net zero objectives the project should actively encourage low carbon and sustainable methods wherever possible.

Key Risks

- **Economic Risk:** Due to the nature of the PBC and grant funding, the business case is unable to articulate baseline quantitative measures as the final successful projects will not be known prior to project onset. Therefore, the business case is unable to demonstrate Benefit Cost Ratio (BCR), Net Present Social Value (NPSV) and Net Present Social Cost (NPSC). This poses a significant risk around the value for money (VfM); however, the programme will develop a robust evaluation framework to measure and monitor once the projects have been successfully identified. For future submissions, the business case author could consider using Social Cost Effectiveness Analysis or Multi Criteria Analysis (MCA).
- **Financial Risk:** The PBC could better convey the affordability of the programme. The financial appraisal should include analysis of current (nominal) prices, cash releasing benefits, capital and revenue costs, transfer payments e.g., VAT, and include inflation.
- **Operational Risk:** The outputs and outcomes of this project are dependent upon what is proposed by the communities.

Key Opportunities

- The programme intends to engage across the West Midlands: WMCA will hold events and workshops throughout the region with stakeholders (including key communities) and organisations. This high level of community engagement during project scoping could increase the programme's success as key stakeholders are involved from the outset and can shape the outputs of the successful projects.
- Inclusive Community Grants could leverage our ability to secure new powers and resources from central government – the commitment from DCMS and HMT to retain the B2022 Games underspend within the West Midlands is in itself a significant achievement. Successful delivery of this Grants Programme, particularly given its public facing campaign, has the opportunity to positively influence WMCAs future ability to leverage future funding to the region.
- The PBC supports our aim to develop our organisation and our role as a good regional partner – WMCA will seek to extend the impact of this Fund through additionally leveraged match funding, either through WMCA itself, or through contractual expectations on the appointed grant administrator and / or successful grant applicants. Furthermore, WMCA's investment in this Community Grant Programme may facilitate additional investment from wider regional stakeholders, including funders, local authorities and private sector investors.

Inclusive Growth

This Programme is designed to ensure the grants are used to deliver and embed an inclusive and accessible activity reflective of individual and community needs. This will ensure everyone has the opportunity to benefit.

WM2041 Net Zero

Due to nature of this project, there were no significant benefits in the business case that would contribute to #WM2041. However, a condition has been placed on the project to ensure net zero is considered during all activities.

WMCA Assurance

Assurance rated the overall maturity of this business case as '**Amber (50%)**' which is defined as:

Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, any cost / schedule overrun could be resolved.

All high rated observations have been responded and addressed to by the project team.

2.7 BUSINESS JUSTIFICATION CASE – MOBILISING PLAN FOR GROWTH – £3.25M ASK

This project is **recommended to be approved** with the following conditions:

- Project team to connect with those accountable for delivering the Carbon Literacy Programme within WMCA to explore resources available for the proposed net zero / carbon emission course syllabus.
- Consult with Mike Webb from the LINC (Local Investment in Natural Capital) Programme.
- Consult with WMCA Commercial Activities Director to discuss Invest in the West Midlands workstream

Key Risks

- **Governance Risk:** The BJC may not be deemed Green Book compliant. Given the two offerings outlined, it would have been more suitable to submit a separate BJC for each initiative. Extensive development of the 5-case model is required for the Manufacturing Supply Chain Transition Programme. Due to the time pressures faced by the project team it is understood why this was not an option.
- **Delivery Risk:** The BJC could better explain the differences between the High-growth Support Programme vs Supply Chain Transition Programme and the interdependencies between both workstreams. The BJC is much more detailed around the High Growth Accelerator Programme, and it is unclear what the latter workstream entails.
- **Financial Risk:** The BJC does not articulate the reason why the funding allocation was split differently between the two programmes (£1.75m for High-growth Support vs £1.25m for Supply Chain Transition).
- **Delivery Risk:** The high growth businesses have not yet been identified and this work will not be conducted until a consultant is appointed for the contractor role.

Key Opportunities

- Mobilising Plan for Growth will enable high-growth businesses to continue expanding and thus create more jobs. This could have indirect benefits for the public sector such as reduced welfare payments.
- The project contributes towards our strategy to grow the West Midlands economy by £3.2bn by 2030.
- Following Brexit, existing high-growth support schemes have come to an end. Mobilising Plan for Growth will be able to provide this support and funding to local businesses. New business support schemes are not aimed at high-growth businesses, so the High Growth Accelerator Programme is vital for these companies.

Inclusive Growth Alignment

Ensuring that marketing to high growth companies will be inclusive of all communities through the use of inclusive language that is free of stereotypes; ensuring the programme is accessible to people with disabilities; creating environments that are welcoming to all backgrounds and identities.

#WM2041 Net Zero Contribution

Delivering a syllabus within the Accelerator Workshops specifically about reducing carbon emissions and achieving Net Zero.

WMCA Assurance

Assurance rated the overall maturity of this business case as '**Amber (43%)**' which is defined as:

Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, any cost / schedule overrun could be resolved.

All high rated observations have been responded and addressed to by the project team.

2.8 FULL BUSINESS CASE (FBC) – EUROPEAN ATHLETICS CHAMPIONSHIPS (AECH22) – £13.7M ASK

This project is **recommended to be approved** with the following conditions:

- The proposed 'resource swap' of funds will need to meet with LG Finance Regulations.
- A dedicated senior officer from WMCA is appointed to work with BCC to review and monitor progress monthly. This should include any reporting to funding bodies and updates to the business case.

Key Risks

- **Financial Risk:** Commercial revenue targets may not be met – Ticket Sales and commercial sponsorship account for 15.8% and 4.5% respectively. One of the dependencies states that commercial revenue targets will be partially dependant on attracting elite athletes to the event. There could be clashes with other major events which would add risk to commercial revenue targets not being met.
- **Financial Risk:** Any cost overruns in excess of the budget outlined within the FBC will apply additional financial pressure on Birmingham City Council who have committed to underwrite the games.
- **Delivery/Economic Risk:** There may be poor or short-term participation through the Grassroot investment.
- **Financial Risk:** The project is subject to a number of constraints and dependencies which could affect future income and spend.
- **Delivery Risk:** If there was a delay to the completion of the stadium works this could impact on delivery of AECH26 however the project has noted it is extremely unlikely that any delay would be so substantial as to have a material impact given the relative scale of the capital works and the anticipated timescales for completion, with the championships not taking place until 2026.

Key Opportunities

- This is the first time the Championships have been held in the UK. It therefore represents an ideal opportunity to promote the region and attract other major events to be hosted in the West Midlands.
- The impact of hosting the AECH26 and the complementary boosting of grass roots sports participation will deliver significant regional economic benefits through a combination of increased tourism spend, direct and indirect GVA effects as well as wider societal benefits to the region's residents.
- Opportunity to enhance the skills of local people
- Provision of employment opportunities to local residents including increased trade, tourism and employment.
- Opportunity to enhance community capacity and place-based infrastructure.
- Increased opportunity for sports participation and the opportunity to take part in sport.
- Volunteering opportunities associated with hosting the games.
- Direct employment and wider legacy benefits will result from the redevelopment of the Alexander Stadium.

Inclusive Growth

- Part of this project is set against the WMCA Inclusive Communities Pillar for the development of a grass roots sports programme which will build on the success of the Birmingham 2022 Commonwealth Games and make sport more accessible for hard-to-reach groups.
- A number of the spending objectives are closely aligned with inclusive growth.
- The games will help support the role of culture and sport to help make the region a good place to live, work, visit and invest.
- The grass roots programme will help take sport to a cross section of communities.
- Supports the Commonwealth Games legacy objectives.

#WM2041 Net Zero

- The AECH26 Transport Plan will seek to contribute to the #WM2041 Net Zero target through the incorporation of initiatives such as active travel.

- The BCC Commonwealth Games Legacy Plan includes a Green Growth City theme which includes an action to deliver transport interventions which prioritise walking, cycling and sustainable transport corridors across the city.
- Improving opportunities for active travel and reducing reliance on private vehicle journeys form part of the longer term aims of the city.

WMCA Assurance

Assurance rated the overall maturity of this business case as '**Amber/ Red (34%)**' which is defined as:

Successful delivery of the project / programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed and establish whether resolution is feasible.

All high rated observations have been responded and addressed to by the project team.

2.9 BUSINESS JUSTIFICATION CASE (BJC) – COMMUNITY ENVIRONMENT FUND – £1.2 M ASK

This project is **recommended to be approved** with the following conditions:

- Obtain a copy of Lessons Learnt from similar internal grant programmes e.g., Community Green Grants, Shared Prosperity Fund etc. Review learns to implement quick wins into Inclusive Community Grants programme. This includes understanding the process for assessing community bids for funding (if applicable).
- Engage with WMCA's Inclusive Growth team to understand the toolkits available to support alignment to WMCA Inclusive Growth policies.
- Project team to provide baseline measures to allow robust monitoring and evaluation following engagement with communities to understand the agreed outputs and outcomes.

Key Risks

- Delivery Risk - The project is to be delivered on a tight timescale, including recruitment and procurement activity. Although the project team are aware of what needs to be done, there is a risk that any delays will impact on the outcomes achieved.
- Economic Risk - It has not been possible to estimate the benefits of the project and provide a Value for Money statement in line with Green Book principles.
- Delivery Risk - Success of the project depends on appropriate projects being put forward by local communities, although the project team will work to identify suitable projects.

Key Opportunities

- There is a clear opportunity to provide local communities with funding to carry out environmental projects of importance within their community, as they determine based on engagement that takes within the scoping stage of the project.

Inclusive Growth Alignment

Providing local communities with the opportunity to obtain funds for locally determined and important environmental projects.

#WM2041 Net Zero Contribution

- Small environmental impacts of importance to local communities will improve environmental conditions at a local level
- The objectives of this project align with WMCA environmental objectives

WMCA Assurance

Assurance rated the overall maturity of this business case as '**Green/Amber (72%)**' which is defined as:

Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.

All high rated observations have been responded and addressed to by the project team.



WMCA Investment Board

Date	19 June 2023
Report title	Community Environment Fund Business Justification Case
Portfolio Lead	Councillor Ian Courts - Environment, Energy & HS2
Accountable Chief Executive	Laura Shoaf, Chief Executive, West Midlands Combined Authority email: laura.shoaf@wmca.org.uk
Accountable Employee	Ed Cox, Director of Strategy, Integration and Net Zero email: ed.cox@wmca.org.uk Jacqueline Homan, Head of Environment Jacqueline.homan@wmca.org.uk
Report has been considered by	Environment and Energy Board

Recommendation(s) for action or decision:*

The Investment Board is recommended to:

- (1) Approve the Community Environment Fund Business Justification Case for delivery of a £1.2m programme, subject to receipt of the final grant award letter for Commonwealth Games Legacy Funding from DCMS and accepted by WMCA, which is the source of funding requested. Board will be notified should this award contain any conditions that materially affect the delivery of the project as outlined within this cover report and BJC.

1. Purpose*

The Community Environment Fund (CEF) will deliver 5 large and up to 30 small community initiatives by March 2025, to help create a better environment and improve people's lives in the West Midlands. The projects will align with the focus of the sustainability pillar of the Commonwealth Games and the WMCA Environment Team's delivery programme.

2. Background*

- 2.1 A paper was taken to WMCA Board in January 2023 to approve the WMCA as the accountable body for the receipt of up to £70m of the Commonwealth Games Legacy Fund, granted by the Department for Digital, Culture, Media & Sport from 75% of the

unallocated contingency funding in the Commonwealth Games budget. The funding allocation was agreed to be split across four pillars, one of which is Wellbeing and Sustainability.

- 2.2 The proposal for the sustainability element of the Wellbeing and Sustainability pillar is to build on the already successful WMCA Community Green Grants programme and to broaden it out into a Community Environment Fund. This would have the same underlying purpose – to enhance community health and wellbeing through environment projects – but would extend beyond improving access to green space to other areas of the WMCA environment programme (covered in 2.6). This would reflect the breadth of the work undertaken by the Commonwealth Games sustainability programme.
- 2.3 The current Community Green Grants programme has a budget of £725k to improve access to green space for communities across the West Midlands. Its overarching aims are to:
- Increase or improve green spaces close to where people live (e.g., within ten-minute walk)
 - Connect people to nature, especially communities experiencing green deprivation
 - Enhance the local environment (e.g., tree planting, increasing biodiversity)
 - Tackle barriers to accessing green spaces, e.g., concerns around safety or the lack of awareness of local green space
- 2.4 The current timeframe for the Community Green Grants programme is 2 years, with it due to conclude in its existing form by March 2024 at the latest. So far the programme has awarded both large (up to £100k) and small (£3k - £25k) grants to community/environmental groups across the WMCA area. Since it launched in January 2022, 18 projects have been approved totalling over £460k. This is comprised of 16 small grants (£292,143.50) and 2 large grants (£168,708). Funded projects so far have the potential to reach 150,000 people based on populations within a 15 minute walk. The projects are forecast to directly engage over 40,000 people. This also includes 2km of river restoration, commitment of over 2000 trees planted, 11 new or restored ponds and improved access to 20 hectares of greenspace.

Local Authority	Received 2022/23	Approved 2022/23
Birmingham	36	6
Coventry	6	2
Dudley	4 (inc.1 joint with Sandwell)	3 (inc. 1 joint with Sandwell)
Sandwell	9 (inc. 1 joint with Dudley)	3 (inc. 1 joint with Dudley)
Solihull	3	1
Walsall	7	3
Wolverhampton	7	1
Total	71	18

- 2.5 As a result of our experience in running the Community Green Grants programme, we have been able to hear from communities about other projects and initiatives that they would like to establish that do not fit within existing criteria. The ambition was always to extend the programme beyond its initial function, whilst retaining the valuable outcomes it has delivered. This proposed expansion into the Community Environment Fund responds to feedback that we have had from the existing programme, as well as aligning with both the sustainability programme from the Commonwealth Games and supporting the WMCA environment programme.

- 2.6 The proposal for the CEF is to develop workstreams in the following areas, with projects that deliver the following outcomes:
- Natural environment – to protect, restore and enhance nature and wildlife.
 - Circular economy – to reduce waste and keep resources and materials in use for as long as possible.
 - Climate adaptation – to make communities more resilient and prepared for the impacts of climate change.
 - Access to green space – to provide better access to and community use of green space for health and wellbeing – similar to the existing Community Green Grants programme.
 - Environment awareness – to improve knowledge of environment issues and support behaviour change.
- 2.7 The award criteria will need to be developed in further detail for topic specific criteria, each application will need to answer the following questions effectively to be awarded:
1. Why is this project needed?
 2. How will your project have a positive impact on the local environment?
 3. How many people will your project support and who are they?
 4. How does the project support a range of 'protected characteristics' such as age, gender, disability, ethnicity etc. and socio-economic background, e.g. is the project in an area of high social deprivation?
 5. How will your project deliver value for money?
 6. What co-benefits will be delivered as part of your projects – skills and jobs, health etc.
- 2.8 In terms of value of grants, we would anticipate a similar breakdown to the Community Green Grants programme in terms of large and small grants – with up to £25k for small grants and up to £100k for large grants. This formula has worked well for the existing Community Green Grants programme. In terms of balance, we would imagine awarding 5 large grants across the CEF programme, with the remainder (approximately 30) being available for small grants. The funding must be spent by March 2025 in accordance with CWG Legacy Funding agreements.
- 2.9 In addition to the grants themselves, we anticipate other costs for running the programme as follows:
- Grant administration support. We have worked with a grants administrator to support the Community Green Grants process. Working with an organisation that has expertise in both administering the grant, as well as carrying out due diligence on the applicants, has been invaluable. We would look to have similar support for the CEF.
 - Monitoring and evaluation methodology. We will build on our existing evaluation process by developing a robust methodology that can be used across projects being delivered.
 - WMCA staff support. The current Community Green Grants Officer post has been a fundamental part of making the current programme a success, in particular reaching out to community groups and encouraging applications. This post will continue as part of the delivery of the CEF. In order to manage, and grow, this bigger programme of work, we also intend to recruit a Community Environment Fund Manager to support the successful deployment of the grant, to

work with a wider diversity of groups, given the expanded remit of the programme, and to build private and other support, including attracting further funding for continuation of the programme beyond the CWG Legacy Funding.

2.10 As part of the programme, we will also:

- Run a series of webinars and community outreach events to publicise the grant scheme and provide support for applicants. This has been very well received in the existing programme.
- Collate data and case studies from across the programme to demonstrate impact of the grant and ideas for communities; this would be published in a CEF report half way through the programme.
- Retain the Grant Assessment Panel model adopted for the Community Green Grants, but broaden the membership to reflect the breadth of the new programme.
- Continue to work closely with agreed local authority contacts to ensure any issues with projects can be considered as part of the decision making process, and that all potential applicants across the WMCA area are aware of the opportunity and timeline for submissions and delivery.

This proposal was presented to WMCA's Environment and Energy Board on 1st March with support from members. Progress on the delivery of the Community Environment Fund will be reported through the WMCA Environment and Energy Board on a quarterly basis.

3. Strategic Aims and Objectives

- The CEF priorities align primarily with WMCA's aim and objective to reduce carbon emissions to net zero and enhance the environment.
- The CWG legacy funding for the sustainability element of this pillar builds on priorities established through the sustainability plans for the Games (see here: <https://www.birmingham2022.com/about-us/our-purpose/our-legacy/sustainability/>). DCMS were part of the Sustainability Working Group, established as part of the CWG plans. The Community Environment Fund maps to the priorities identified, particularly those linked to conservation and circular economy.
- These are also priorities that the WMCA Environment Team. Our current Community Green Grants programme has been very successful in improving green space for local communities, but the expansion of the remit, linked to Commonwealth Games Legacy Fund, now enables community involvement in other parts of the programme. These include our Natural Environment Plan and Circular Economy Routemap (both published in 2021) and the climate adaptation work developed in 2022.

4. Financial Implications

4.1 The total available from the CWG Legacy Fund for the CEF is £1.2m revenue grant funding for 2 years (April 23 to March 25), subject to receipt of the final grant award letter for Commonwealth Games Legacy funding from DCMS and accepted by WMCA. The intended use of this is as follows:

	£
Grants for disbursement	925,000
Grant Administration	120,000
Direct Resources	155,000
Total	1,200,000

- Of the total, £925k is available for disbursements as grants to successful applicants and not subject to VAT.
- Funding for a Community Environment Fund Manager post and the assimilation of the Community Green Grants Officer (from April 2024) will cost up to £150k. As outlined in 2.9, the Community Environment Fund Manager will be responsible for attracting further funding from a range of public and private bodies during delivery of the CWG Legacy Funding. The objective identified in the BJC is for at least £500k per year from 2025 based on initial conversations with one potential funder, representing good long-term value for money.
- The budget associated with the end-to-end administration of the grant applications is up to £120k. A full procurement process will be completed, taking a similar approach to securing grant administration support for the Community Green Grants. The grant administration costs will be a contract for service and subject to VAT.
- £5k will be used to commission consultancy support to establish a monitoring and evaluation methodology. We will seek one written quotation from a reputable consultant.
- WMCA will be required to cashflow this programme, as the grant can only be claimed quarterly in arrears from DCMS.

5. Legal Implications*

The legal implications as a result of this paper relate to the contractual arrangements that will be entered into as a result of the procurement processes for a grant administrator and consultancy support. Any legal or subsidy control implications relating to grant awarded projects will be considered on a project-by-project basis.

6. Single Assurance Framework Implications

The funding source is the Commonwealth Games Legacy Funding that WMCA Board has agreed WMCA to be the accountable body for. The BJC has been completed in accordance with the SAF process and colleagues in Programme Assurance and Appraisal.

7. Equalities Implications

One of the aims of the CEF will be to ensure that we are providing opportunities (whether these are social, economic or environmental) for communities participating in the programme. The outreach work that is being undertaken by our Community Green Grants Officer in our current grants programme is ensuring that we make the grant accessible to as wide a range of organisations as possible who are working to achieve this. We will ensure that this continues to be a central principle of the CEF. The award criteria as set out in 2.7 will ensure projects are also addressing diversity and socio-economic issues through project delivery and the final scoring and assessment criteria

will be produced in coordination with WMCA's Equalities and Diversity Manager to reflect best practice.

8. Inclusive Growth Implications

This report links to a number of the WMCA's eight inclusive growth fundamentals, which are identified as 'a catalyst for improved and sustained outcomes for people and place, co-designed with partners and beneficiaries'. The climate resilience fundamental of the IG Framework ensures that socio-economic growth is delivered in a way which protects and cultivates natural resources. Ensuring that our local communities can help to develop and benefit from green spaces is key to achieving inclusive growth. The CEF will support outcomes around:

- Health and Wellbeing: reduction of health inequalities;
- Climate Resilience: the promotion of nature-based solutions to dealing with climate change; improving understanding, awareness and knowledge of environmental issues;
- Power and Participation: supporting the principle of powerful communities through providing support to deliver change and create better places; and,
- Equality: reducing the numbers of people living in deprivation (which includes lifting people out of 'green deprivation' and fuel poverty).

It is recommended that the Inclusive Growth Framework is considered throughout the assessment process to ensure continued alignment to inclusive growth outcomes.

9. Geographical Area of Report's Implications

The CEF would cover all constituent WMCA local authorities.

10. Other Implications

Procurement will explore suitable routes to market for the grant administrator, as this is a sub-threshold procurement, we feel invitation to tender to a minimum of three suppliers may be the most suitable route. As for the consultancy support, one quotation would be sufficient and compliant.

11. Schedule of Background Papers

- Community Environment Fund Business Justification Case
- Community Environment Fund Risk and Investment Appraisal Report

Business Justification Case

Single Assurance Framework



West Midlands
Combined Authority

BUSINESS JUSTIFICATION CASE

The purpose of the **Business Justification Case (BJC)** is to:

Act as a single stage business case, using the Five Case Model, for the delivery of relatively low risk spend for which firm prices are available.

A BJC may be considered within WMCA for smaller items of spend, which:

- Are not novel or contentious and
- can be procured from an existing pre-competed arrangement whilst
- recording the findings of the procurement phase to identify the option that offers the 'most economically advantageous tender' (MEAT) and best public value.

To support better spending, investment decisions and better procurement, this Business Justification Case should be written using West Midlands Combined Authority (WMCA) guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROJECT DETAIL			
Project Name:	WMCA Community Environment Fund		
Programme Name (if applicable)	Environment		
Directorate (if WMCA internal):	Strategy, Integration and Net Zero		
Organisation (if WMCA external):	N/A		
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?	N/A		
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Jacqueline Homan		
Programme SRO (if applicable)	Richard Rees		
WMCA Executive Director:	Ed Cox		
Finance Lead:	Aqeel Rizvi		
Legal Representative:	Nigel Channer		
Procurement Lead:	Victoria Zhao		
Other (i.e. HR / Health & Safety):	Nathan Morrison		
VERSION CONTROL			
Version:	4	Date:	05/06/2023
BJC Prepared by:	Richard Rees	Job Title:	Senior Programme Manager - Environment

EXECUTIVE SUMMARY

The Community Environment Fund (CEF) will provide large and small grants to communities to deliver environmental projects, and also to improve the health and wellbeing of some of the region's most vulnerable communities. It will build on the work that has previously been undertaken through the WMCA-funded Community Green Grants programme, learning from that scheme as well as incorporating new areas of activity.

The thematic areas of the CEF are aligned with the WMCA Environment Team's work programme. WMCA has established ambitious environment plans for delivery, and it is essential that we are able to support communities that are most affected by environmental issues with funding to build capacity and shape the delivery that most suits their circumstances.

The target objectives of the programme are therefore aligned with the themes of the CEF and the ambitions of WMCA programme areas, from a community perspective:

- Natural environment – to protect, restore and enhance nature and wildlife.
- Circular economy – to reduce waste and keep resources and materials in use for as long as possible.
- Climate adaptation – to make communities more resilient and prepared for the impacts of climate change.
- Access to green space – to provide better access to and community use of green space for health and wellbeing – similar to the existing Community Green Grants programme.
- Environment awareness – to improve knowledge of environment issues and support behaviour change.

The funding source for the Community Environment Fund is the Commonwealth Games (CWG) Legacy Fund, building on the sustainability pillar of the work that was undertaken in the run-up to the CWG. The breadth of the programme outlined here reflects that developed as part of the CWG sustainability programme.

The outputs will vary for each of the thematic areas, with a wide variety of possibilities for delivery within each. An example of the type of output we would expect for each is given below:

- Natural environment – habitat creation, restoration or enhancement
- Access to green space – pocket parks/community gardens or connecting green corridors
- Circular economy – community hubs for fixing, sharing or repurposing products
- Climate adaptation – community cool spaces or sustainable urban drainage
- Environment awareness – indoor air quality sensor and information raising in communities.

FINANCE SUMMARY

Finance Summary	BJC (£)
Total Project Cost:	1.2m
WMCA Funding Required:	1.2m
WMCA Funding Stream:	CWG Legacy Funding
Funds Secured:	0
Funds Not Secured:	1.2m



1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Specify the spending objectives for the project. Note, all programmes need to consider Inclusive Growth and its contribution to Net Zero. These should focus on the target outcomes for the intervention and be SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent). Desired outcomes include: improved economy, efficiency, effectiveness, replacement and compliance.

Table 2

#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	To provide 5 large and up to 30 small grants to community groups to deliver environmental projects, and also to improve the health and wellbeing of some of the region's most vulnerable communities	0	5 large and up to 30 small grant funded projects	<ol style="list-style-type: none"> 1. Establish overall process 2. Open applications 3. Evaluate applications in line with criteria 4. Award projects 5. Delivery by communities 6. Monitor and evaluate 	<ul style="list-style-type: none"> • Natural environment - to protect, restore and enhance nature and wildlife. • Circular economy – to reduce waste and keep resources and materials in use for as long as possible. • Climate adaptation – to make communities more resilient and prepared for the impacts of climate change. • Access to green space – to provide better access to and community use of green space for health and wellbeing – similar to the existing Community Green Grants programme. • Environment awareness – to improve knowledge of environment issues and support behaviour change. <p>The programme is directly aligned with WMCA's inclusive growth and net zero ambitions.</p>	Reduce carbon emissions to net zero and enhance the environment
2.	Secure ongoing funding for legacy beyond initial CWG Legacy Funding	0	Attract funding of £500k per year from 2025	<ol style="list-style-type: none"> 1. Engage funders 2. Develop application and partnership opportunities 	Continuity of the delivery of outcomes identified above.	Reduce carbon emissions to net zero and enhance the environment

1.2 EXISTING ARRANGEMENTS AND BUSINESS NEEDS

Provide a complete summary of the organisation's current service model referring to its Business as Usual (BAU) offer, this may also include elements of services provided within the organisation's external environment.

Also, state the deficiencies associated with the current provision and the implications if the project does not proceed.

- *Include suitable quantification of needs/demands where possible.*
- *Provide details around the service gap – i.e. the difference between current provision and where the business wants to be in line with the spending objectives of this proposal*
- *Why is public sector investment required?*

The Community Environment Fund proposal is an evolution of the WMCA's existing Community Green Grants programme, which has a budget of £725k to improve access to green space for communities across the West Midlands. The overarching aims are to:

- Increase or improve green spaces close to where people live (e.g., within ten-minute walk)
- Connect people to nature, especially communities experiencing green deprivation
- Enhance the local environment (e.g., tree planting, increasing biodiversity)
- Tackle barriers to accessing green spaces, e.g., concerns around safety or the lack of awareness of local green space

The current timeframe for the Community Green Grants programme is 2 years, with it due to conclude in March 2024 at the latest, or until funding is spent. The scheme has awarded both large (up to £100k) and small (£3k - £25k) grants to community/ environmental groups across the WMCA area. Since the Grants launched in January 2022, 18 projects have been approved totalling over £460k. This is comprised of 16 small grants (£292,143.50) and 2 large grants (£168,708). Funded projects so far have the potential to reach 150,000 people based on populations within a 15 minute walk. The projects are able to directly engage over 40,000 people. This also includes 2km of river restoration, commitment of over 2000 trees planted, 11 new or restored ponds and improved access to 20 hectares of greenspace. Over half of the projects include an element of food growing, which is a rising concern amongst community organisations.

As a result of our experience in running the Community Green Grants programme, we have been able to hear from communities about other projects and initiatives that they would like to establish that do not fit within existing criteria.

In total we have received 71 grant applications and approved 18. One of the main reasons that projects have not been awarded is because they do not meet the existing award criteria. The ambition was always to extend the programme beyond its initial function, whilst retaining the valuable outcomes it has delivered. This proposed expansion responds to feedback and evidence we have gathered from the existing programme, as well as aligning with both the sustainability programme from the Commonwealth Games and supporting the WMCA environment programme. We would accept submissions to the Community Environment Fund from organisations that have been successful with Community Green Grants. All applications will be subject to the Community Environment Fund's criteria and due diligence

process. We will ensure that any of these applications are not looking to cover costs for projects that are already covered through the Community Green Grants.

1.3 PROJECT SCOPE AND SERVICES

In order to deliver potential service improvements, it is useful to classify needs / requirements. For this project please outline the requirements of the project based on the following hierarchy:

<i>Table 3</i>	
<p>The 'Essential' requirements</p> <p><i>Without these requirements, the project would not be judged to be a success i.e. the 'must have'</i></p>	<p>It is essential for successful delivery that projects:</p> <ol style="list-style-type: none"> 1. Enhance the environment in line with the themes of the CEF 2. Engage people, particularly those most affected by environmental issues
<p>The 'Desirable' requirements</p> <p><i>The project may justify these requirements on a value for money basis i.e the 'could have'</i></p>	<p>It is desirable for successful delivery that:</p> <ol style="list-style-type: none"> 1. Projects are financially sustainable and will not require ongoing grant. It is accepted not all projects can operate in this way though.
<p>The 'Optimum' or 'Highly Desirable' requirements</p> <p><i>The project may justify these requirements on a marginal low cost and affordability basis i.e. the 'nice to have'</i></p>	<p>It is highly desirable for success that projects deliver on wider co-benefits including skills and jobs opportunities, health improvements for people.</p>

1.4 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

The information provided should align to the Risk Register and Issue Log attached with this BJC.

Table 4

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	Overall structure and set up of grant is too slow or not effective	5	2	Amber	Head of Environment	We will build on our success of Community Green Grants and adapt the structure if problems do arise.
2	Overall budget available is lower than BJC ask due to high demand	4	3	Amber	Head of Environment	We would reduce the scope of the CEF, proportionate to the funding available. We would reassess the resource required for delivery. This will impact on outcomes, benefits and the ability to leverage wider funding.
3	Low up take from community groups	3	2	Amber	Community Environment Fund team	We are aware there is high demand for such a grant and we have clear communications and engagement plan to build on. We will support groups where relevant.
4	Poor delivery of projects once awarded	2	3	Amber	Community Environment Fund team	We will monitor delivery of funded projects and address any issues. If delivery continues to be poor grant will be withdrawn.
5	Difficult or unclear application process	4	2	Amber	Community Environment Fund team	We will use a similar application process to the current Community Green Grants, allowing for the expansion in breadth of scope
6	Pace of delivery runs is too slow for funding availability	4	2	Amber	Community Environment Fund team	We are ready to begin project delivery as funding is secured.

SINGLE ASSURANCE FRAMEWORK

7	Unable to recruit Community Environment Fund Manager	4	2	Amber	Community Environment Fund Team	The job description has been prepared and we will go out to recruitment as soon as possible after funding is received to minimise delays/ issues with recruitment. The Community Green Grants project has built a significant network that will also support the recruitment process. The SRO will bring in support from the Environment Team to fulfil this role on a temporary basis.
8	Grant funding is not delivered as intended by successful applicants or additional grant is required	4	1	Green	Community Environment Fund Team	Due diligence will be carried out on all applicants including their financial position, the deliverability and quality of their project. There are clear grant agreement conditions setting out arrangements around any financial issues that may arise, including conditions for returning funds. All costs over £300 need to provide quotes to give assurances on the funding being requested. This has been done effectively through the current Community Green Grants programme.

1.5 CONSTRAINTS

Specify any constraints that have been placed on the project.

Project constraints include:

- There are a clear set of project themes and award criteria that applications must meet to be awarded funding.
- The budget and timescale for delivery will determine the overall approach, including the number of projects that can be delivered and the deliverability of project applications.
- Funding is only available to eligible organisations including:
 - Registered charities
 - Charitable Incorporated Organisation
 - Constituted Community groups
 - Companies Limited by Guarantee with charitable aims
 - Community Interest Companies
 - Co-operatives – registered Community Benefit Societies and
 - registered Industrial and Provident Societies
 - Social Enterprises

1.6 DEPENDENCIES

Specify any dependencies outside the scope of the project upon which the success of the project is dependent.

Project dependencies include:

- The full amount of funding requested from CWG LF being provided
- Uptake of the grant by community organisations wanting to improve environmental outcomes.
- Funding being available to deliver against the required project outcomes.
- Staff (employed by WMCA) available to support the project delivery.
- Local authorities responding to requests for information or providing any issues on project applications in a timely way to advise on suitability of projects in their areas.
- The development of a clear and robust methodology for monitoring and evaluating the project delivery.
- Grant administration organisation having the capacity to continue supporting the grant roll out.

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

List the critical success factors i.e. what must this project achieve to be successful?

Table 5

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	Grant fund fully spent	Delivery of sustainability benefits at scale
2.	Grants distributed according to criteria	As well as supporting communities, projects are also delivering against regional sustainability outcomes
3.	Grants awarded to groups in each local authority	Regional reach ensuring equity of benefits for West Midlands communities
4.	Grants awarded in each of the priority categories	Ensures delivery in line with objectives

2.2 BENEFITS APPRAISAL

Validate the main benefits associated with the achievements of the project's spending objectives by beneficiary. Distinguish benefits from outcomes.

Table 6

#	Benefit	Benefit Type	Beneficiary
1.	35 community groups empowered to implement environmental activities	Social / quantitative	People in the communities
2.	Better experience and quality of life for residents living in their community	Social	People in the communities
3.	New skills and job opportunities for residents	Economic	People in the communities
4.	Improved environment for nature to thrive across the West Midlands	Environmental	Nature in the region
5.	100,000 people directly engaged in environment initiatives	Social / quantitative	People in the communities

2.3 VALUE FOR MONEY ASSESSMENT

Complete the table below to provide decision-makers with a summative VfM assessment:

<i>Table 7</i>	
<p>Social Benefits and Costs</p> <p>(with ranges)</p>	<p>The award of this funding will enable WMCA to distribute funding to community groups to deliver environmental projects that matter to them. At this stage it is difficult to produce a calculation for social benefit, as this will be heavily dependent on individual projects that are awarded funding.</p> <p>Our existing Community Green Grants programme does provide an indication of the type of social benefits that will be achieved. Through £450k grant to date:</p> <ul style="list-style-type: none"> - 150,000 people supported based on populations within a 15 minute walk. - projects directly engage over 40,000 people. - 2km of river restoration - 2000 trees planted - 11 new or restored ponds - improved access to 20 hectares of greenspace. - Over 50% of projects include an element of food growing. <p>We know that there are a number of positive outcomes and qualitative benefits linked to the delivery of the Community Environment Fund to outline. We will develop a clear methodology for capturing benefit at the outset of the project (as covered in 5.10). Social benefits will be derived from:</p> <ul style="list-style-type: none"> • the opportunity for people in communities to develop new skills and knowledge linked to grant delivery. We anticipated that 100,000 people will be directly engaged in environment initiatives through the delivery of the programme • The number of new jobs will be captured as part of project delivery. • health and wellbeing benefits for people to participate in the delivery of the grant, as well as experience a better natural environment or green space in their community. • improvements to the quality of places as a result of the investment and therefore benefit to the surrounding areas.



SINGLE ASSURANCE FRAMEWORK

	<ul style="list-style-type: none"> • benefits to the resilience of people and places, as they are better able to withstand extreme weather events and climate impacts from projects that address this issue. • Benefits to the quality of green space and its ability to store carbon, manage water, provide shading and support nature’s recovery.
<p>Whole Life Public Sector Costs of Preferred Option (£m)</p> <p>(aligned to Section 3.2 below)</p>	<p>The total public sector costs will be £1.2m.</p> <p>The grant will be administered and dispersed according to the criteria established for the programme. The ongoing maintenance and running of the project will be the responsibility of the grant leads once the grant funding comes to an end. Applicants will be asked to consider, in their bid, how they are planning for ongoing arrangements to sustain the project.</p>
<p>Value for Money Judgement</p> <p>(why is this option being chosen over others)</p>	<p>The value of this approach will be in the ability to deliver community grants at scale, whilst maximising impact. The proposal takes into account our experience through Community Green Grants. Value for money will be achieved in the following ways:</p> <ol style="list-style-type: none"> 1. The ability to attract additional funding to the programme and make partnership links between projects and organisations will be the responsibility of the CEF Manager, creating further legacy and support to communities beyond this CWG Legacy Funding. This also reduced the reliance on public grant in the long term. 2. Communities are able to deliver projects that they know are needed because they are being devised at the grass roots rather than top down. They can also build interest and knowledge in their community, giving them a higher chance of success. 3. The administrative support forms a smaller part of the total grant request as it covers projects for a number of local authority areas – this means more of the funding goes to supporting projects in communities. 4. By having a CEF Manager we will maximise the co-benefits of projects, for example health and wellbeing benefits could be stretched to have a genuine chance of taking pressure off other public services if we can make the right links.

2.4 OPTIONS ANALYSIS AND APPRAISAL

SINGLE ASSURANCE FRAMEWORK

Analysis - Please identify a minimum of 4 options and complete a shortlisting exercise within the table below; options must include 'BAU/Do Nothing' and 'Do Minimum'.

Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
1.	Do nothing	R	N
2.	Continue to fund with WMCA resource (minimum option)	R	N
3.	Fund using the Commonwealth Games Legacy Funding	S	Y
4.	Seek alternative funding through private sector/ other grant support based on current conversations with potential funders	R	N

Appraisal – Using the same option numbering above, complete the following options appraisal summary:

	Option 1	Option 2	Option 3	Option 4
Net Costs (capex and opex)	£0	£295k	£1.2m	£300k
Benefits that arise (monetary and non-monetary)	None	Some benefits relating to green space creation using continuation of WMCA funds	Ability to meet demand across themes and geography of WMCA area	Some benefits relating to CEF objectives, but limited coverage to meet breadth of scope and scale
Risks associated	Deprivation in vulnerable wards is compounded through deteriorating environments.	Limited impact on breadth of environmental issues	Minimal risks in delivering objectives	Limited impact due to low budget available

2.5 RECOMMENDED / PREFERRED OPTION

Please confirm which Option you deem to be the preferred option. Conclusions should be drawn on each of the different options considered in terms of cost, benefit, risk and its ability to meet the spending objectives.

Option 3 is the preferred option as it is most able to meet the broad objectives of the proposed CEF programme, providing funding to communities across all local authorities of the West Midlands, without limiting the opportunity that other options would. It enables delivery to include a new Community Environment Fund Manager post that would have oversight of all of the programme whilst being able to attract and unlock additional funding to maximise both the impact and legacy of the CWG LF opportunity.

3 COMMERCIAL CASE *COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE*

3.1 EXPECTED OUTPUTS

List the goods, services and works that will be procured in relation to the recommended / preferred option within the table below:

<i>Table 10</i>	
Output 1	Grant administration support

3.2 ROUTE TO PROCUREMENT AND EXISTING RULES AND REGULATIONS

State the ability of the marketplace to provide the required goods or services and the attractiveness of this proposal to potential service providers. Also include detail on how the respective procurement and legal teams have been consulted with regards to the impact of subsidy control on the project (including HR/IT personnel implications).

We have procured a grant administrator to run the Community Green Grants programme and therefore we know that there are suppliers available to support the same process for the Community Environment Fund. We would like to run a similar procurement process building on our approach previously.

We will also look to bring in some consultancy support to establish a rigorous methodology for individual project and overall project monitoring and evaluation, that will be applied by the CEF Manager and Officer (as set out in 5.10). This will be a low value procurement and the we are aware of suppliers in the market that could support with this.

3.3 CHARGING MECHANISM

State how the project intends to make payment for its key services and outputs over the expected lifespan of the contract(s) and to tie down risks in the charging mechanism. Include details of the contract for the deal.

Typically, a grant administrator charges a maximum of 10% of the total grant size to provide the administration support for the programme. We have set aside £120,000 of the CWG Legacy funding for this purpose. Payment will be made to the contractor upon delivery of services quarterly.

Funding has also been budgeted to support the development of a monitoring and evaluation methodology with external expertise. Payment will be upon completion of the low value contract.

3.4 RISK APPORTIONMENT

Clarify the potential risk apportionment and identify how the service risks in the design, build, funding and operational (DBFO) phases of the project may be apportioned between the public and private sectors.

This should align to the Risk Register appended to this BJC.

The risks relating to the design, build and funding phases of the project will sit with the Head of Environment as SRO, with support from the Community Environment Fund Officer, through to the appointment of the Community Environment Fund Manager in the operational phase.

The risks of delivery in the operational phase will reside with WMCA. Where WMCA commissions external organisations (e.g. the grant administrator support) then risks shall be governed by the contractual arrangements. The Community Environment Fund Manager will be responsible for raising any risks to the project review meetings for consideration of actions.

The Community Environment Fund Manager and the Community Environment Fund Officer will be responsible for ensuring delivery of the funded projects and that they are within budget and being delivered within the approved and agreed application parameters.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

A summary of the overall affordability of the project and the funding that has been secured to date must be provided.

There is £1.2m available through the Commonwealth Games Legacy Fund. This would be used in the following way:

- **Grants to communities (£925k).** This would be up to 30 small grants (£5k - £25k) and 5-6 large grants (up to £100k). This formula has worked well for the existing Community Green Grants programme. The funding will be available for two years (spending must be complete by March 2025).
- **Grant administration support (£120k).** Working with an organisation that has expertise in both administering the grant, as well as carrying out due diligence on the

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applicants, will be important for the success of delivering the programme. We would look to procure this support for the CEF.

- **WMCA staff support (£150k).** The current Community Green Grants Officer post has been a fundamental part of making the current programme a success, in particular reaching out to community groups and encouraging applications. This post will continue as part of the Community Green Grants programme until March 2024 and we would look to retain the post to support delivery of the CEF until March 2025 (renamed to Community Environment Fund Officer). In order to manage, and grow, this bigger programme of work, we also intend to bring in a Community Environment Fund Manager to support the successful deployment of the grant, to work with a wider diversity of groups, given the expanded remit of the programme, and to build private and other support for the continuation of the programme. The objective stated in Table 2 is for at least £500k per year by 2025.
- **Consultancy support for monitoring and evaluation methodology (£5k)**

All secured funding identified below should be verified by a written confirmation attached to this BJC with details of any conditions etc.

	Status (Secured / Not Secured)	£M
Revenue	Not secured	£1.2m
Capital	n/a	-
Total		£1.2m

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
DCMS – CWG Legacy Funding	£1.2m	100	Not secured	CWGLEF grant funding (pending government sign-off)
Total	£1.2m	100		

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

A written summary of the overall affordability of the project and the funding that has been secured to date must be provided. Where there is a shortfall in available funding, provide details of how this will be addressed, and the level of contingency included.

There are no issues around the affordability of the project. The aim will be to provide grant support until the funding has been used. At that point the project in its existing format will terminate. We have allocated costs to cover:

- WMCA staff costs (£150k)
- Grant administration support (£120k)
- Consultancy support for monitoring and evaluation methodology (£5k)

The rest of the funding awarded (£925k) will be used for community grants to support environmental outcomes.

Complete the table below to provide an overview of WMCA funding:

<i>Table 12</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
Funding Commencement Date	<i>01/04/23</i>
Funding Completion Date	<i>31/03/25</i>
Basis of Reimbursement	<p>WMCA costs will need to be claimed quarterly from DCMS, which will require WMCA to cashflow up to £322k based on the cashflow estimates in Table 14.</p> <p>The grant awards will be paid up front to successful applicants.</p> <p>The costs for the grant administrator will be paid quarterly in arrears, whilst WMCA's internal costs will be paid monthly.</p>
Any Conditions Precedent? <i>e.g. securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	<p>Yes – the programme will require securing funds from DCMS as part of the Commonwealth Games Legacy programme. Acceptance of the grant will require sign-off from the WMCA.</p>
Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i>	N/A
Work streams for which WMCA Funding is available to be drawn against	N/A



e.g. all / workstream 1, 3 and 4 etc.

4.3 BORROWING SUMMARY

Please state if any element of the project costs is to be financed by borrowing : **No**

If applicable please complete the following table and provide an explanation of the borrowing required to fund this project :

Table 13 - N/A	
Principle expected to be Borrowed	N/A
Source of Finance	
Loan Type	
Interest Rate Assumed	
Loan Term	
Expected Loan Draw Down Date	
Repayment Source	
Other costs Associated with Borrowing	

4.4 CASHFLOW

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates as required and number of funding sources.

Table 14					
Year (fiscal)	Q1-2 23-24	Q3-4 23-24	Q1-2 24-25	Q3-4 24-25	Q1-2 25-26
Income (£)					
Revenue	0	116,492	551,295	439,384	92,828
Expenditure (£)					
Revenue	(33,025)	(391,933)	(564,384)	(210,658)	0
Net position	(33,025)	(308,466)	(321,555)	(92,828)	0



4.5 STAKEHOLDER SUPPORT

Evidence of stakeholder support must be provided where other public sector organisations are funding the project's outputs and services.

The Community Environment Fund (CEF) will be supported through the Commonwealth Games (CWG) Legacy Fund provided by DCMS. The funding builds on priorities established through the sustainability plans for the Games (see here: <https://www.birmingham2022.com/about-us/our-purpose/our-legacy/sustainability/>). DCMS were part of the Sustainability Working Group, established as part of the CWG plans. The CEF maps to the priorities identified, particularly those linked to conservation and circular economy.

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation i.e. include detail on:

Governance and decision-making arrangements

The governance routes to support delivery of the CEF are already in place through the WMCA Community Green Grants programme. They will be built on to support delivery of CEF.

A project team will be established for the duration of project delivery, comprised of personnel already in place and one additional team member (the Community Environment Fund Manager) to be recruited by May 2023. The team will bring in support from WMCA's Finance, Legal and Procurement functions as required. The team will meet fortnightly.

The CEF will retain the Grant Assessment Panel model adopted for the Community Green Grants, but broaden the membership to reflect the breadth of the new programme. Applications to the CEF will be assessed through the Grant Assessment Panel, an independent evaluation panel, to make decisions on awards. The Panel will meet every 2 months.

We will review and agree the key local authority contacts at the outset to ensure they reflect the breadth of the programme opportunities. Local authority contacts are engaged during assessment processes to ensure that there are no barriers that could adversely impact the deliverability of the projects. They are also important to help raise awareness of the funding opportunity for communities.

Overall progress will also be reported into the WMCA's Environment and Energy Board quarterly, the main political board at the WMCA relating to this agenda.

Change management arrangements (inc. reference to WMCA Change Process)

Regular review meetings with the project team will provide the opportunity to understand any operational issues and for any changes required in line with progress against project objectives, deliverables, milestones and contracts. A review of the risk register will give early notice of any potential forthcoming changes required. The Head of Environment will have authority to approve changes within the project. Any change requests affecting the project will be sent to the WMCA's SAF inbox to ensure alignment with WMCA process. We would anticipate that the Director of Strategy, Integration and Net Zero would hold responsibility for sign off of change request with delegation up to £1m within WMCA Single Assurance Framework thresholds, as well as any grant agreement requirements from the funder. The Community Environment Fund Manager and Community Environment Fund Officer will be responsible for:

Monitoring of budget and spending commitments;

- Monitoring of project delivery in line with agreements, reporting back to the Project Team and other stakeholders, using monitoring, progress and risk register documentation ;
- Completion of procurement activity and contract arrangements (with relevant WMCA officers)
- Maintaining a lessons learnt register to ensure this can inform next steps as well as relevant future activity.
- Keeping all documentation up to date and stored on a project folder on WMCA's systems

The project will use WMCA corporate project management documentation to ensure consistency and completeness.

Benefits realisation arrangements and plans, including benefits register

A benefits register will be produced as part of project documentation, building on the Economic Case above. This will be kept up to date and used along with other reporting in line with governance arrangements.

We will collate data across the programme throughout delivery by evaluating the funded projects, to demonstrate the impact of the grant scheme in communities; this would be published in a CEF report at the half way stage and upon project completion.

Contract management arrangements

Grant administration support. We have worked with a grant administrator during the delivery of the Community Green Grants. Working with an organisation that has expertise in both administering the grant, as well as carrying out due diligence on the applicants, has been invaluable. We would look to have similar support for the CEF.

Following procurement, due diligence, and relevant approvals from WMCA processes, contracts and agreements associated with delivery will be managed by the Community Environment Fund Manager and Community Environment Fund Officer.

Post evaluation arrangements

The officers responsible for delivery will oversee the completion of the monitoring and evaluation framework. A half way point progress report covering monitoring and evaluation will be published, as well as an end of project report covering benefits, lessons learned and next steps.

5.2 PROJECT SCHEDULE FOR DELIVERY

The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this BJC. Include a longstop date by which all monies for development of this SOC needs to be drawn.

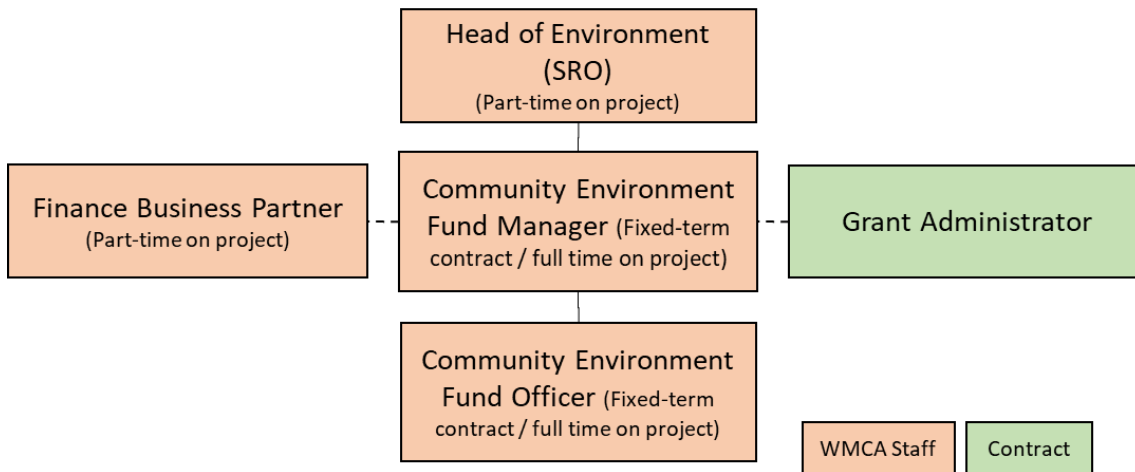
Table 15

#	Milestone	Start Date	End Date
1.	Business Justification Case sign off	April 2023	June 2023
2.	Procurement of Grant Administrator (GA)	June 2023	Aug 2023
3.	Set up CEF for launch with GA	Sept 2023	Oct 2023
4.	Launch of CEF	Oct 2023	Oct 2023
5.	Grant Assessment Panel – every 2 months	November 2023	January 2025
6.	Half-way progress report	June 2024	July 2024
7.	CWG Legacy Funding to be fully spent	March 2025	March 2025
9.	Project evaluation	March 2025	May 2025

A more detailed delivery plan is contained as an Appendix. Dependencies are contained in the Strategic Case.

5.3 PROJECT ORGANOGRAM

Insert a Project Organogram which distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram.



The current Community Green Grants Officer post has been a fundamental part of making the current programme a success, in particular reaching out to community groups and encouraging applications. We will retain the post to support delivery of the CEF until March 2025 (renamed to Community Environment Fund Officer). In order to manage, and grow, this bigger programme of work, we also intend to recruit a Community Environment Fund Manager to support the successful deployment of the grant, to work with a wider diversity of groups, given the expanded remit of the programme, and to build private and other support for the continuation of the programme, including new funding. Delivery will report into the Head of Environment, who will take the role of Senior Responsible Officer.

WMCA administrative support will mostly involve the Finance Business Partner. Other members of the WMCA Environment Team will support the delivery process as appropriate and relevant.

5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R), Accountable (A), Consulted (C) and Informed (I).

Table 16

	Grant administrator	Community Environment Fund Manager	Community Environment Fund Project Officer	Finance Business Partner	Head of Environment
Project and contract management	I	R	C	C	A
Monitoring and reporting	C	R	R	C	A
Grant Assessment Panel	I	R	C	I	A
Grant delivery	I	R	R	I	C

5.5 USE OF SPECIALIST ADVISERS

Specify what support and SME advice is required from outside the project team. Include both resources inside your organisation (e.g. legal and finance) and those outside (e.g. technical consultants)

We will work with Legal and Finance in setting the project up, especially in terms of contract sign-off and establishing a budget code for the project. Procurement will also be required to support the appointment of the grant administration support.

Throughout the project, we will work with our Finance Business Partner, who will also form a part of the Grant Assessment Panel.

The Grant Assessment Panel itself will be drawn from people with technical knowledge on the outcomes we are looking to achieve through the Community Environment Fund who will provide an independent assessment of the projects that are submitted (and which meet an initial assessment against award criteria). The project team will invite expressions of interest for membership on the Grant Assessment Panel from stakeholders in the region that have expertise in the CEF areas of scope. We will ensure there are no conflicts of interest of members.

Ahead of the Grant Assessment Panel, we will also check any submissions being taken forward with the local authorities, who will be able to provide place-based/ planning expertise on whether the projects submitted are in line with any planning/ policy constraints. In order for this to be completed in a timely manner we will continue the approach from Community Green Grants by establishing key contacts in each of the 7 constituent local authorities, who will be aware of key milestones and regularly engaged to ensure they can input to the application review process, as well as support the general communication of the opportunities for communities to apply through their own local authority networks and engagement channels.

We will use consultancy expertise to support the development of the methodology for monitoring and evaluation the impact of projects from a social, economic and environmental perspective, building on our current approach used in Community Green Grants and the provisional information outlined in 5.7 and 5.10.

5.6 RISK AND ISSUE MANAGEMENT

State how risk is managed and confirm that the risk register is an integral part of project management meetings. The information provided should align to the Risk Register and Issue Log attached with this BJC.

A full risk assessment will support this project at the outset and will be regularly managed and reviewed by the project team, with a view to any mitigation actions or change requests being made. The project will adopt WMCA's Single Assurance Framework risk register template for managing project risks. As outlined in 5.1, this will be managed by the Community Environment Fund Manager and Community Environment Fund Officer, reporting in line with governance arrangements outlined above.

An extract of the full Risk Register and Issue Log is attached as an Appendix

5.7 PROJECT ASSURANCE

Set out the arrangements for project assurance, including the use of Cabinet Office Gateway Reviews. Other sources of assurance should be considered: technical, quality etc. Specify the probable timescales for undertaking project implementation and post evaluation reviews.

Project assurance will be carried out as follows, and reported to the project team and governance arrangements as outlined in 5.1.

1. Initial project assurance appraisal (building on our current Community Green Grant process):
 - Initial due diligence by the grant administrator (on financial and applicant information), and Community Environment Fund Officer (alignment with criteria and checking any project issues with agreed local authority contacts), before projects are submitted for review to the Grant Assessment Panel for review.

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- The Grant Assessment Panel will review from a technical and delivery angle, and make a decision on awards including where further information is required.
- The Grant Assessment Panel will review projects based on the criteria in applications. Criteria will be finalised prior to launch, but it will include both cross-cutting criteria (eligibility, location, size, project description, long-term sustainability, budget) and subject specific criteria. We will provide application guidance to ensure applicants are clear what is expected, and detail is provided in proportion to the size of grant requested. The table below outlines the type of project specific criteria and project examples that will also support monitoring and evaluation.

Type of project	Application criteria	Examples of projects
Natural environment	<ul style="list-style-type: none"> • Approximate size of habitat or land • Priority habitats and species concerned • Recovery and improvement of habitats • Co-benefits for people • Increasing knowledge and understanding of natural environment 	<ul style="list-style-type: none"> • Biodiversity enhancement projects in existing community spaces • Habitat creation for pollinators, creation, restoration, enhancement and management • Species focussed projects at landscape scale • Pond creation / river restoration
Access to green space	<ul style="list-style-type: none"> • Priority for projects outside the Natural England doorstep standard Map (naturalengland.org.uk) • Significant increase in access • Prioritising projects in an area of IMD 10-20% • New projects or significant extensions to existing projects 	<ul style="list-style-type: none"> • Community gardens • Pocket parks • Community allotments • Wellbeing projects (mental health support, therapeutic activities, social prescribing) • Green corridors
Circular economy	<ul style="list-style-type: none"> • Anticipated volume and type of waste avoided • Community impact • Skills impact (fixing factory) & jobs created • Number of people engaged • Long term sustainability of project • Link to inequalities issues around reuse and sharing 	<ul style="list-style-type: none"> • Adding services to existing activity (e.g. funding fixing workshops in existing spaces/facilities) • Reuse and sharing education programmes (link to education) • Small scale reuse projects (community Repaint, bike repair and recovery) • Establishing new community hubs for fixing, sharing, repurposing products
Climate adaptation	<ul style="list-style-type: none"> • Area of climate vulnerability (People/Infrastructure/NE) • IMD • Population of vulnerable age groups • Principles of adaptation: sustainable, proportionate, collaborative, effective, efficient, equitable (UKCIP) 	<ul style="list-style-type: none"> • Drought resilience and water management - water collection / site water efficiency / rain gardens / Sustainable Drainage Systems • Planting to restore/strengthen habitats (following extreme weather) or increase vulnerable species • Monitoring impacts of extreme weather • Reducing impacts of overheating, heat gain and temperatures of buildings



<p>Environmental awareness</p>	<ul style="list-style-type: none"> • Number of people engaged / trained • Type of engagement and link to policy / strategy objectives • Sustainability of programme beyond funding 	<ul style="list-style-type: none"> • Awareness, education and behaviour change programmes covering the breadth of CEF • Citizen science – getting people involved in projects through community research. • Additional Carbon Literacy modules
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2. Ongoing evaluation of each project awarded funding to understand implementation, recorded in a project delivery document to support project management and ongoing marketing and communications. Frequency of ongoing evaluation will vary depending on each project implementation timetable but it is anticipated there will be at least 2 review stages during delivery for most projects, and more for higher value projects. This will be agreed with each project upon award.

3. Half-way progress report to publicise the types of projects awarded funding, the benefits to date, as well as to raise awareness of the funding

4. End of project evaluation including details set out in 5.10. This will be completed by the CEF Team using the inputs from the grant administrator and the approach established with the external expertise at the outset of the project, building on the information above and in 5.10.

5.8 CONTINGENCY ARRANGEMENTS

Set out the contingency plans in the event of any delays or disruptions to anticipated services.

There are a number of areas where delays or disruptions will have an impact on delivery, that will require contingency arrangements:

- Recruitment – the Environment Team will be able to manage for a short period in place of the CEF Manager
- Procurement - we will put a clear plan in place for the procurement to ensure we minimise the risk of delay or disruption.
- Grant Assessment Panel – we will put a clear plan in place for the GAP to ensure we minimise the risk of delay or disruption.

5.9 LESSONS LEARNT

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing Lessons Learnt during this project.

Lessons from the current Community Green Grants programme will be used to inform the delivery of the CEF. These include:

- how we manage the application and assessment process, ensuring there are clear opportunities for communities to get support throughout the process.

- How we communicate the programme to a wide range of potential applicants across the region, building on our existing stakeholder networks and contacts, as well as communicating with complementary grant funding programmes where groups may be seeking funding of this type.

A lessons learnt report will be kept up to date by the Community Environment Fund Manager and Community Environment Fund Officer, ensuring they are reported to the project team and actioned as appropriate. A summary will also be included in the end of project evaluation report.

5.10 MONITORING AND EVALUATION

Set out a summary of the outline Monitoring Evaluation arrangements for the project and milestones leading to Project Evaluation.

Include detail on the following:

- *How performance will be measured? – Indicator/metrics*
- *How does previous M&E learning inform the driving policy and or the project/programme?*
- *Do you have costs for the budget & resources for M&E (note, this should align to the financial case)?*

The CEF will build on the monitoring and evaluation developed through the Community Green Grants process. This includes clear metrics associated with outcomes and scheduled reviews for each grant awarded to confirm delivery. At the outset of the project, once funding is secured, we will appoint consultancy support to establish a robust methodology for monitoring and evaluating for both individual projects as well as the overall project. This will then become the responsibility of the CEF Manager and Officer to ensure monitoring and evaluation follows the methodology for a rigorous approach that includes indicators and metrics that can quantify project benefits and support any further grant funding applications for the continuation of the programme. The approach will align with WMCA's Monitoring and Evaluation templates. The application forms will ask applicants to provide information on their project including the metrics and indicators, which can be cross checked during and after project delivery.

In addition to criteria including number of projects, geographic spread and financial details, an example of the metrics we will use is set out in the Appendix - Benefits Realisation Plan. We will also monitor the number of engagement events in locations, and the resultant number of applications and then awards each quarter, to determine if there are any gaps in delivery. Our monitoring and evaluation will be used to update the project team and overall project direction, with any required changes taken through the change management process outlined above.

In terms of the individual projects that the CEF will award funding to, there is an already established review, monitoring and evaluation process providing comprehensive due diligence from the Community Green Grants programme, that has seen 18 projects into delivery without any current issues, that we will continue to use. This covers the lifecycle



from application to delivery to ensure we award suitable projects/organisations and that they deliver as their application states. The process will include:

- Clear grant terms and conditions on:
 - Information required to be submitted with applications
 - The types of organisations that can / cannot apply
 - The types of activities that cannot be funded
 - The financial position of organisations and information required
 - Safeguarding and equalities policies required
- The GAP reviews all aspects of applications, from alignment with scoring criteria, any risks to delivering against timescales and budgets;
- All costs over £300 require quotes;
- Financial monitoring will be undertaken by the grant administrator on spend in relation to applications, including any misappropriation of funding, which will be reported to WMCA's CEF Team on a monthly basis throughout project delivery. The grant agreement that will be signed by the recipient of funding will state clearly how misappropriation of funding will be dealt with, including (but not limited to) how grant funding shall be spent and in what timeframe, record keeping, when money may be withheld or need to be returned and that overspend can not be covered by more grant funding.
- Overall monitoring and evaluation as outlined above, by the CEF Manager and Officer, with reporting to the project team on a monthly basis and to the Energy and environment Board on a quarterly basis.



MANDATORY APPENDICES REQUIRED FOR THIS BJC

The following documents must be appended to this BJC:

APPENDIX	PROVIDED (Y/N)
Risk Register and Issue Log	Y
Written Confirmation/s of Confirmed Funding	N
Project Schedule	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	N
If CRSTS, DfT Additional Appendix	N

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Appendix - Risk Register - Below is an extract from the full WMCA risk register template

Strategy, Integration and Net Zero / Community Environment Fund BJC / Project Risk Register											Residual Risk Score			
ID	HLD / Programme / Project	Team	Date Risk Raised	Risk Owner	Raised by	Category	Risk Title	Cause	Effect	Controls / Measures Already in Place	Likelihood	Impact	Score	Target
1	Community Environment Fund	Environment	09/02/2023	Head of Environment	Programme Manager	Programme Delivery	Structure	Inadequate set up and factors not considered in design	Overall structure and set up of grant is too slow or not effective	The CEF structure will build from current grant giving experience of a similar nature	2	5	10	10
2	Community Environment Fund	Environment	09/02/2023	Head of Environment	Programme Manager	Financial /Financial Loss	Budget	High demand of CWG LF	Overall budget available is lower than BJC requirement	We are working closely with the CWG LF team	3	4	12	10
3	Community Environment Fund	Environment	09/02/2023	Community Environment Fund team	Programme Manager	Programme Delivery	Community demand	Poor engagement strategy	Low up take from community groups	The CEF engagement strategy will build from current grant giving experience of a similar nature with similar community stakeholders	2	3	6	6
4	Community Environment Fund	Environment	09/02/2023	Community Environment Fund team	Programme Manager	Reputational	Delivery quality	Lack of clear guidance on expectations and insufficient project evaluations	Poor delivery of projects once awarded	We have been able to bring lessons learnt from our existing grant giving programme to ensure quality is good	3	2	6	5
5	Community Environment Fund	Environment	09/02/2023	Community Environment Fund team	Programme Manager	Programme Delivery	Application process	Poorly thought through process from applicant perspective	Difficult or unclear application process	The CEF application process will build from current grant giving experience of a similar nature	2	4	8	8
6	Community Environment Fund	Environment	09/02/2023	Community Environment Fund team	Programme Manager	Financial /Financial Loss	Pace of delivery	Unforeseen factors and low demand	Pace of delivery runs is too slow for funding availability	We would reduce the scope of the CEF, proportionate to the funding available. We would reassess the resource required for delivery. This will impact on outcomes, benefits and the ability to leverage wider funding.	2	4	8	8
7	Community Environment Fund	Environment	24/02/2023	Head of Environment	Head of Environment	Programme Delivery	CEF Manager	Unable to appoint an appropriate CEF Manager	Substandard programme delivery	The job description has been prepared and we will go out to recruitment as soon as possible after funding has been received to minimise delays/issues with recruitment. The Community Green Grants project has built a significant network that also support the recruitment process. We would divert resource until a Manager was found, if required.	2	4	8	8
8	Community Environment Fund	Environment	25/04/2023	Community Environment Fund team	Programme Manager	Programme Delivery	CEF grant delivery	Successful applicants do not deliver as intended or additional grant is required	Poor overall delivery of programme and reputational impact	Due diligence will be carried out on all applicants including their financial position, the deliverability and quality of their project. There are clear grant agreement conditions setting out arrangements around any financial issues that may arise, including conditions for returning funds. All costs over £300 need to provide quotes to give assurances on the funding being requested. This has been done effectively through the current Community Green Grants programme.	1	4	4	8

Appendix - Project Schedule

WMCA Community Environment Fund - Project Schedule		<i>Dates subject to funding approvals between DCMS and WMCA</i>																										
WP REF	WORKPACKAGE & DELIVERABLES OR MILESTONES	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	
1	Project Management																											
1.1	Business Justification Case sign off																											
1.3	Recruitment of CEF Team																											
1.4	Procurement of Grant Administrator																											
1.5	Project team meetings																											
1.6	Environment & Energy Board																											
2	CEF Programme Delivery																											
2.1	Set up programme with grant administrator																											
2.2	Launch of CEF																											
2.3	Community engagement to encourage applications																											
2.4	Grant Assessment Panel – bi-monthly																											
3	Monitoring and reporting																											
3.1	Half-way Progress Report																											
3.2	Funded project evaluations																											
3.3	Project evaluation																											

Appendix: Benefits Realisation Plan: Community Environment Fund

Desired benefit	Stakeholders impacted	Enablers required to realise benefit	Outcomes displayed if benefit realised	Current baseline measure	Who is responsible?	Target date
Community groups empowered to implement environmental activities	Communities in the West Midlands Environmental NGOs Local authorities	Community support and guidance on application process	More communities applying for funding and working to support environment initiatives	Programme evaluation on number of communities applying VS successful	Community Environment Fund Manager Community Environment Fund Officer	March 2025
Better experience and quality of life for residents living in their community	Communities in the West Midlands	Communities supported in delivery to maximise usage and awareness of initiative	Better satisfaction of local communities where projects have been delivered	Satisfaction surveys	Community Environment Fund Manager Community Environment Fund Officer	March 2025
New skills and job opportunities for residents	Communities in the West Midlands Environmental NGOs	Clear pathways for jobs and skills in the natural environment sector. Alignment with apprenticeship programmes	More skills and jobs opportunities for residents	Programme evaluation on jobs and skills	Community Environment Fund Manager Community Environment Fund Officer WMCA Skills Team	March 2025
Improved environment for across the West Midlands	Communities in the West Midlands Local authorities WMCA	Guidance and support on delivering benefits for nature, climate resilience, circular economy	Higher quality of green space Access to green space Reduced waste Increased resilience and awareness	Programme evaluation on environment Green space within 15 minutes of location Green space standards	Community Environment Fund Manager Community Environment Fund Officer Natural Capital Programme Manager	March 2025
100,000 people directly engaged in environment initiatives	Residents in the West Midlands	Successful project delivery	Increased awareness and understanding of environment	Linked to project engagement activity	Community Environment Fund Manager Community Environment Fund Officer Community groups	March 2025



Investment Board

Date	19 June 2023
Report title	Inclusive Communities Grants - Programme Business Case
Portfolio Lead	Cllr Kerrie Carmichael, Portfolio Holder for Inclusive Communities
Accountable Chief Executive	Laura Shoaf, Chief Executive Officer
Accountable Employee	Ed Cox, Director of Strategy, Integration and Net Zero Claire Dhami, Head of Systems Change and Inclusion Bethan Stimpson, Head of Commonwealth Games Legacy (Inclusive Communities)

Recommendation(s) for action or decision:*

The Investment Board is recommended to:

- (1) Approve the £10.5million proposal set out in the Programme Business Case and summarised in this report, for the Commonwealth Community Grants Programme.
- (2) Approve delegation of delivery of Grants Programme to an external Grant Administrator, following a robust and compliant competitive procurement process.
- (3) Approve 'in-advance' cash payment profile for the awarding of grant funds (in contrast to standard 3-month arrears terms).

1. Purpose*

This £10.5million Community Grants Programme will empower communities to design, propose and implement solutions to real problems felt in their own places and spaces, catalysed by the Birmingham 2022 Commonwealth Games.

The Birmingham 2022 Commonwealth Games helped hundreds of community-based organisations to access Games related opportunities and funding newly invested in the region. Many of these organisations were able to support new and most-in-need beneficiaries through their project activity. The implementation of this Community Grants Programme will enable many of these successful projects to continue.

It was also recognised that due to challenging timescales and a restricted/operationally focussed budget, many communities did not feel the benefit of the Games. Benefits, whilst realised broadly, were not necessarily felt consistently across the West Midlands, with

particular emphasis having been afforded to Birmingham, Sandwell and Coventry as significant host venue local authority areas. In addition to supporting and building on the successes of projects catalysed by the Games, this fund will also enable WMCA to address inequalities in benefit realised to date, improve consistency of public sentiment, and better connect individuals with the legacy of the Games.

2. Background*

£70million of one-off inwards funding to WMCA has been secured from DCMS resulting from a significant underspend on the Birmingham 2022 Commonwealth Games. £10.5million of this budget has been approved in principle by WMCA Board in December 2022 and March 2023 WMCA Board meetings, with further details of the proposed activity set out in this Cover Paper and supporting Business Justification Case for approval by Investment Board in June 2023.

The proposal included in this report represents a new investment in community-based grant awards. There is no existing business as usual activity within the WMCA in this specific area, though alignment with the Community Green Grants (Sustainability) and Cultural Grants to Local Authorities have been noted.

The Commonwealth Community Grants Fund (CCGF) will enable communities from across the West Midlands (including constituent and non-constituent WMCA members) to access dedicating funding, set aside to continue the impact of the Birmingham 2022 Commonwealth Games. From 1st September 2023 to December 2024, WMCA will, via an appointed Grant Administrator, award more than £9million of funding to organisations, community groups and clubs across our region. The balance of the funding (c. £1.5million) will finance the appointment of an experienced Grant Administrator, a comprehensive Evaluation, and a small WMCA based staffing team to ensure robust contract management and long term embedding of learning in future WMCA practices.

The Fund administration will be overseen by a reputable and established administrator(s), able to demonstrate their ability to manage substantial grant volume and value, commitment to WMCA objectives and tangible connections with the regional community for whom the Fund has been established. The Grant Administrator(s) will be required to establish an independent Community Panel to support in the review, challenge and selection of successful grant applicants. It is a core principle of this fund (further detailed below) that this Grant Fund is participative in its design and delivery; by the community for the community.

WMCA recognises that this Fund is likely to be oversubscribed and therefore not all prospective projects will be successful in seeking a grant. Projects that are unique, have a genuine community need, and stand out as having a real impact on improving community wellbeing will be prioritised. The process for grant applications will be transparent, fair and equitable, giving organisations across the West Midlands the same opportunity for success.

It is intended that spend ranges by Local Authority area are included in the contract with the selected Grant Administrator to ensure fair distribution regionally. Spend ranges are not proposed to be advertised publicly. A consistent formula has been applied to all constituent and non-constituent Authorities reflecting three key factors:

1. Population size;
2. Nationally recognised Multiple Indices of Deprivation (MID) scoring;
3. A weighting (80:20) to reflect WMCA constituent membership;

This Fund has been made possible by an underspend on the 2022 Birmingham Commonwealth Games (B2022). It is therefore important that the Fund retains a connection to its origins; the Games itself. From its onset, B2022 established core mission principles which were embedded into the Games' Legacy Plan. These core missions remain fundamental to the foundations and decision-making principles of this new fund and include:

1. Bringing people together – supporting projects that connect communities, people and places.
2. Strengthening our communities - Capacity building across education, voluntary, community & faith sectors.
3. Telling our story – continuing to raise the profile of the West Midlands through the Legacy of the Commonwealth Games.

Approval of this funding has scope to unlock further sustainable investment from public and private sector partners from March 2025. Fund sustainability discussions are well-advanced and centre on how private and national funding could be leveraged to support projects beyond March 2025.

The programme is committed to robust Evaluation and £450k (reflecting industry best practice) has been allocated to procure an Independent Evaluator. This Evaluation will also enable reporting on spend by Local Authority area and inclusive practice (including disability, ethnic minority, LGBTQI+ and youth engagement).

3. Strategic Aims and Objectives

This programme contributes to top-level WMCA priority objectives including:

- (i) Secure new powers and resources from central government – the commitment from DCMS and HMT to retain the B2022 Games underspend within the West Midlands is in itself a significant achievement. Scrutiny from Central Government is expected to remain significant throughout the funding period. Successful delivery of this Grants Programme, particularly given its public facing campaign, has the opportunity to positively influence WMCAs future ability to leverage in new funding to the region.
- (ii) Develop our organisation and our role as a good regional partner – WMCA will seek to extend the impact of this Fund through additionally leveraged match funding, either through WMCA itself, or through contractual expectations on the appointed grant administrator and/or successful grant applicants.

Three sector focus areas have been reflected in the Fund design: Physical Activity & Sport, Mental Health & Wellbeing and Arts, Culture & Creativity. Objectives across these sectors have been developed following extensive consultation and input from sector experts. These are presented in the table below.

Core Themes		Objectives		
		Physical Activity & Sport	Mental Health & Wellbeing	Arts, Culture & Creativity
1.	<u>BRINGING PEOPLE TOGETHER</u>	<p>Removing barriers preventing sport and physical activity being inclusive, accessible & a safer place for all.</p> <p>Utilising major sports events in the region as a catalyst to getting people active.</p>	<p>Addressing racial inequalities in mental health & wellbeing, in terms of outcomes, experiences & access to help.</p> <p>Strengthening the systemic economic inclusion of people with or significantly at risk of mental ill health.</p> <p>Increased utilisation of physical activities & sports to contribute to good mental health & wellbeing</p>	<p>Removing barriers preventing arts, culture, and creativity being inclusive, accessible & enjoyable by all.</p> <p>Reach audiences and strengthen community relationships. Utilising local arts, heritage and creative spaces/professionals.</p>
2.	<u>STRENGTHENING OUR COMMUNITIES</u> Capacity building across education, voluntary, community & faith sectors.	<p>Building the capacity and strengthening the resilience of the voluntary & community sector to enable them to get more people active.</p> <p>Helping voluntary & community organisations to start up and be fit for purpose with good governance and operational practices needed to access the funding long-term to help them get more people active.</p> <p>Supporting regional organisations to improve start to life activity for children and young people through Sport and Physical Activity.</p>	<p>Strengthening the role and contribution of the voluntary, community and faith sectors to address diverse, unmet mental health and wellbeing needs.</p> <p>Enhancing mental health and wellbeing in education settings including schools and colleges, for pupils, learners and staff.</p> <p>Strengthening approaches to meeting mental health needs as part of the Education, Health and Care plan process under the Special Educational Needs and Disabilities (SEND) agenda.</p>	<p>Building the capacity and strengthening the resilience of the community, voluntary, and faith sectors to enable them to get more people into arts, culture and creativity.</p> <p>Enhancing arts, heritage and creativity in education settings (from Early Years to Higher Education) including alternative provision and YOT's, for pupils, learners and staff.</p>
3.	<u>TELLING OUR STORY</u> Raising the profile of the WM	<p>Sharing best-practice, excellence & innovation through conferences, events & international exchange.</p> <p>Supporting communities to benefit from future major event activities; using these as a catalyst for stories from the West Midlands to presented on a National and Global stage.</p>	<p>Sharing best-practice, excellence & innovation through conferences, events & international exchange.</p> <p>Development and delivery of Mental Health awareness campaigns tackling stigma and targeting most at risk groups.</p>	<p>Sharing best-practice, excellence & innovation through conferences, events & international exchange.</p> <p>Supporting projects that seek to tell the story of the West Midlands and its people.</p>

Overarching programme objectives which will influence the selection of successful grantees via the Grant Administrator include:

- Award grant funding to causes which contribute to existing regional and national policy priorities, including causes which continue the legacy impact of the 2022 Commonwealth Games.
- Extend the reach of community-based, including the Physical Activity, Health and Wellbeing sector, to support disproportionately disadvantaged groups, with particular focus on youth, women and girls, and those with disabilities.
- Support regional communities and organisations to engage with this grant funding opportunity; enabling funding to reach new audiences through barrier breaking and innovative grant making practices.
- Support an upskilled region-wide community.
- Maximise impact, reach and timeline of Games surplus funding through additional leveraged match funding from key regional contributors.
- Be better positioned to attract inward financial investment through improved community capacity. Develop knowledge of granting practices and learning and impact on the communities who are the beneficiaries of such investment.

4. Financial Implications*

The total available from the CWG Legacy Fund for Inclusive Communities Grants Programme is £10.5m revenue grant funding for 2 years through to March 2025, subject to receipt of the final grant award letter for the Commonwealth Games Legacy funding from DCMS and accepted by WMCA.

The programme has been specifically designed to the allocated finite budget of £10.5million. Efforts to minimise spend and maximise efficiency, whilst not compromising outcomes have been prioritised. There is therefore no budgetary shortfall to delivery and no required match funding from WMCA, subject to the full £10.5million budget set out in this report being approved at June Investment Board, .

The Programme also benefits from a Commonwealth Games Legacy Enhancement Fund (totalling £70m) contribution to central function costs (i.e. Finance, HR etc) which will cover any incremental costs of essential practice such as recruitment of staff plans outlined in this Programme Business Case. This project is deemed to be affordable subject to receipt of committed funds from DCMS.

WMCA anticipates notification of revenue grant funding from DCMS through Q1 23/24. However, as this business case will not be formally approved until June 23 Investment Board, any expenditure prior to this approval will need to be agreed and underwritten by WMCA's S.151 Officer. This approach was agreed at the CA Board meeting in March 23.

This business case includes a financial risk of c.£105k relating to Q1 expenditure, associated with temporary staff who have worked on the development of the CWGLF business cases since April.

The table below sets out the total budget allocations against the four core cost bearing components. Costs items 2-4 will largely accrue evenly over the lifetime of the programme

(to March 2025). The payment of grant funding (£9million) will be tied to the receipt of quality, acceptable applications from the regional community. A 'rolling application window' model will be followed (reflecting learnings from industry best practice) and therefore accuracy of detailed cashflowing is more limited. This will be monitored and managed by the WMCA Finance team and effort will be made to encourage applications and awarding of funds from September 2023 – June 2024 to maximise the time available for grantee delivery and minimise risk of underspend by March 2025.

	Cost Element	Budget
1	Community Grant Awards	9,000,000
2	Grant Administrator Fee (Contract Value c.8-10%)	800,000
3	Programme Evaluation (5% of granted funds)	450,000
4	Core Staffing	150,000
		10,500,00

The costings for the different elements of the project have been designed based on experience within the WMCA in working on similar projects in the past as well as specific inputs from a specially formed Reference Group comprised of grant sector experts. Notably, the percentage allocations for the Grant Administrator and Evaluation (8-10% and 5% respectively) have been directly informed by best practice, lessons learned and industry standards.

WMCA will be required to cashflow this programme as the grant can only be claimed quarterly in arrears from DCMS.

Financial spend and associated risk within these cost elements falls into four distinct categories:

1. Grant Administrator contractual spend – total spend is limited to £900k under the Tender Specification. A specialised supplier agreement will dictate agreed payment terms between WMCA and the supplier. Supplier payments will be spread across of the lifetime of the project and will subject to effective contract management and robust supplier performance reporting.
2. Distribution of grant funds (£9million) to the Grant Administrator for onwards distribution – it acknowledged that the Grant Administrator will not have sufficient cash flow or commercial appetite to cashflow the awarding of grant funds to community-based organisations from its own reserves. Therefore, payment of funds to the Administrator will be made following selection of successful projects, but in advance of delivery of outcomes.

Grantees will be expected to report on delivery of outcomes to the Grant Administrator, who will onwards report this to WMCA under the terms of their Supplier Agreement. The exact balance of funds to be paid to the Grant Administrator will be dependent on the applications received and selected from prospective grantees. Specific task-based finance activity to be undertaken by the Grant Administrator to provide assurance to WMCA will include:

- Grantee performance monitoring, including sample-based project audits;
- Reporting of top-level budget to actuals for all projects;
- Provision of detailed project based activity and financial spend to WMCA upon request;

3. Procurement of an independent Evaluator, to capture quantitative and qualitative outputs and stories. The contract value will be £450k (5% of total granted funds via the Administrator). The Procurement process will comply with all relevant procedures and regulations.
4. WMCA internally managed spend – cost that is managed directly in house by WMCA and its Finance team, including staffing and Evaluation oversight. This is considered to be the lowest area of financial risk and all activity will comply with relevant WMCA policies and procedures.

5. Legal Implications*

Delivery of this Programme is proposed to follow a competitive Procurement based approach. Therefore legal implications are consistent with Procurement requirements.

A suitable DPS Framework from which a Grant Administrator can be appointed has been identified. The contract value for this Procurement is expected to be £650,000-£900,000. Use of this Framework satisfies relevant conditions for public Procurement at this contract value.

Legal support will be required in the contracting stage, once a suitable supplier has been identified and appointed, to ensure the following key performance criteria are captured in the resulting contract:

- Evaluation and Monitoring – that the grant administrator has the commitment and infrastructure to provide the required inputs to any WMCA set monitoring and evaluation criteria;
- Governance – the delivery agent must be able to demonstrate suitable governance processes and procedures to ensure the effective running and decision making related to the devolved programme delivery;
- Financial Controls – the Delivery Partner/s must demonstrate suitable Financial maturity (for example through evidence of a suitable Financial Control framework) to receive and spend out the allocated funding.

Procurement activity is actively taking place in tandem with the approval of this PBC, ensuring that pending formal approval at Investment Board in June 2023, progression to contracting and commencement of delivery is suitably expedited.

The Tender Specification was launched on 24th May and the application deadline is set for 15th June 2023.

It is expected that Significant Control will pass to the selected Grant Administrator, consistent with similar WMCA led grants programmes run previously. The Grant Agreement between DCMS and WMCA will be back-to-backed by Legal to ensure all relevant terms are imposed on the Grant Administrator to comply with DCMS delivery and reporting requirements.

A 'no-disrepute' clause will be included in the contract between WMCA and the Grant Administrator to mitigate reputational risk to WMCA.

6. Single Assurance Framework Implications

At meetings on 19 December 2022 and 17 March 2023, WMCA Board approved an approach to the £70million Commonwealth Games Legacy Enhancement Fund (CWGLEF) in line with the SAF. Following Board approval of a four-pillar programme allocation, £21.8million was ringfenced for 'Inclusive Communities', with £10.5million to be spent on the Community Grants Programme.

The continuation of support for this project is contingent on a comprehensive Programme Business Case to be assessed through the SAF process and presented to and approved by Investment Board at the meeting on 19 June 2023.

7. Equalities Implications

EDI is a cross-cutting thematic priority within the Commonwealth Community Grants Programme. Specific EDI KPIs, thresholds and targets will be included in the legal agreement between WMCA and the selected Grant Administrator.

The Fund has been positioned with WMCA's Inclusive Communities portfolio, with the expectation that core 'designing in' inclusion principles derived from WMCA led activity, including the Young Combined Authority, Faith Strategic Partnership Group, Race Equalities Taskforce, Homelessness Taskforce and our wider work to address health and equity has been embedded in Fund design.

There is current evidence of demand for financial support amongst communities and VCSEs in the West Midlands. In 2023, community engagement tested post-Games sentiment and demand for ongoing strategic leadership in the Games Legacy space. Communities said that the Games brand continues to be seen as inclusive, positive and powerful, with the potential to engage underserved beneficiary groups.

It is widely acknowledged that the Games received negative criticism from some of these communities, largely resulting from gaps in the funding landscape, and perceptions that some areas/groups did not receive the same positive impact as others. This proposal has been specifically designed to mitigate concerns arising from the community, to address and plug acknowledged gaps, and seeks to level the playing field in terms of access to legacy benefits across the West Midlands.

8. Inclusive Growth Implications

This Business Case proposal forms part of the CWGLEF Inclusive Communities pillar, which itself contributed to WMCA Inclusive Growth priorities through the development of an inclusive communities strategy and community-led activities. These activities will together in combination help achieve our power, influence, and participation fundamental.

The Community Grants Programme will further contribute to WMCA's Inclusive Growth Priorities by providing a fair, transparent and community led opportunity for organisations and individuals regionally to benefit from this newly leveraged funding. This will specifically contribute to WMCA's commitment improve:

- Power and participation – by empowering communities to identify, propose and implement solutions to real challenges in their own places and spaces.
- Connected communities – one of the thematic pillars of the Community Grants fund is ‘bringing people together’
- Education and learning – the Grants Fund specifically seeks to attract proposals to support youth in education and community settings.
- Health and wellbeing – sports, physical activity and mental health and wellbeing all form part of the programme’s thematic priorities. £3million has been specifically committed to selection of projects in this area.
- Equality – equal opportunity is an agreed principle of this Fund, with the proposed application process being fair and transparent to ensure equal access to opportunity across the West Midlands.

9. Geographical Area of Report’s Implications

This report applies to West Midlands Combined Authority constituent and non-constituent local authority areas. This applies to both the Grant Administrator and prospective downstream applicants seeking financial support from the fund. Specific consideration was made to this geographic definition in WMCA Board on 17th March 2023, and further details of approval are noted here: [Point 15 on Page 10, of Item 9 at 17th March 2023’s WMCA Board.](#)

Successful bidders to the Grant Administrator tender, as well as downstream fund applicants will be required to demonstrate at least one of the following:

- Significant base of operations within the West Midlands (defined as above);
- A distinct beneficiary base within the West Midlands (defined as above);
- Demonstrable evidence of positive delivery and associated outcomes within the West Midlands previously, with a clear plan of how this would be replicated again under this Fund.

10. Other Implications

There is current evidence of amongst communities and VCSEs in the West Midlands for ongoing legacy benefit from the Commonwealth Games. In 2023, community consultation found that the Games brand and image continues to be seen as inclusive, positive and powerful, with the potential to engage underserved beneficiary groups across the region.

It is widely acknowledged that the Games received negative criticism from some of these communities, largely resulting from gaps in the funding landscape, and perceptions that some areas/groups did not receive the same positive impact as others. This proposal has been specifically designed to mitigate concerns arising from the community, to address and plug acknowledged gaps, and seeks to level the playing field in terms of access to legacy benefits across the West Midlands.

11. Schedule of Background Papers

Benefits Realisation Plan and Benefits Register
Risk Management Strategy
Communications Strategy

Risk Register and Issue Log
Stakeholder and Communications Strategy
Programme Schedule
Change Management Strategy
Grants Eligibility Criteria
Procurement Timeline
Reference Group Terms of Reference
Lessons Learnt Log

Programme Business Case

Single Assurance Framework



West Midlands
Combined Authority

PROGRAMME BUSINESS CASE

The purpose of the **Programme Business Case (PBC)** is to select the projects and activities required to deliver the programme's spending objectives in support of the agreed strategy for the delivery of policy objectives.

A PBC should be used where several linked projects contribute to the same outcomes and cannot be treated separately. Producing a complete and detailed PBC means that the business cases for those projects can be smaller because they can refer to this submission.

To support better spending, investment decisions and better procurement, this Programme Business Case should be written using WMCA guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROGRAMME DETAIL			
Programme Name:	CWG Inclusive Communities Grants Fund		
Directorate (if WMCA internal):	Strategy, Integration and Net Zero		
Organisation (if WMCA external):			
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?			
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Claire Dhami		
WMCA Executive Director:	Ed Cox		
Finance Lead:	Aqeel Rizvi		
Legal Representative:	Nigel Channer		
Procurement Lead:	Brad Benson		
Other (i.e., HR / Health & Safety):			
VERSION CONTROL			
Version:	DRAFT 2	Date:	19/03/2023
PBC Prepared by:	Bethan Stimpson	Job Title:	CWG Head of Legacy

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROGRAMME WHICH INCLUDES (MAX 500 WORDS)

- A BRIEF PROGRAMME DESCRIPTION
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

The Commonwealth Community Grants Fund (CCGF) will enable communities from across the West Midlands (including constituent and non-constituent WMCA members) to access dedicating funding, set aside to continue the impact of the Birmingham 2022 Commonwealth Games. From 1st September 2023 to December 2024, WMCA will, via an appointed Grant Administrator, award more than £9million of funding to organisations, community groups and clubs across our region.

The Fund administration will be overseen by a reputable and established administrator(s), able to demonstrate their ability manage substantial grant volume and value, commitment to WMCA objectives and tangible connections with the regional community for whom the Fund has been established. The Grant Administrator(s) will be required to establish an independent Community Panel to support in the review, challenge and selection of successful grant applicants. It is a core principle of this fund (further detailed below) that this Grant Fund is participative in its design and delivery; by the community for the community.

WMCA recognises that this Fund is likely to be oversubscribed and therefore not all prospective projects will be successful in seeking a grant. Projects that are unique, have a genuine community need, and stand out as having a real impact on improving community wellbeing will be prioritised. The process for grant applications will be transparent, fair and equitable, giving organisations across the West Midlands the same opportunity for success.

Fund Principles

This Fund has been made possible by an underspend on the 2022 Birmingham Commonwealth Games (B2022). It is therefore important that the Fund retains a connection to its origins; the Games itself. From its onset, B2022 established core mission principles which were embedded into the Games' Legacy Plan. These core missions remain fundamental to the foundations and decision-making principles of this new fund.

As the responsible organisation for B2022 Commonwealth Legacy Fund from April 2023 onwards, it is also critical that Fund principles align with and contribute to WMCA core objectives. The Fund has been positioned with WMCA's Inclusive Communities portfolio, with the expectation that core 'designing in' inclusion principles derived from WMCA led activity, including the Young Combined Authority, Faith Strategic Partnership Group, Race Equalities Taskforce, Homelessness Taskforce and our wider work to address health and equity will be embedded in Fund design.

The diagram below sets out how Grant Applications will be required to demonstrate alignment with B2022 mission statements, WMCA Objectives and Inclusive Communities High Level Deliverables (HLDs).

		Being a catalyst for change			
WHAT?	HOW?	Bringing People Together	Improving Health and Wellbeing	Helping the region to grow	Putting us on the map
Promote inclusive economic growth in every corner of the region	Community Centred Participative	●	●	●	●
Ensure everyone has the opportunity to benefit	Inclusive Fair and Transparent	●	●	●	
Reduce carbon emissions to net zero and enhance the environment	Innovative Learning Led	●	●	●	



Financial Summary

The total budget allocated to this project is £10.5million. It is expected that c. £9million will be awarded in community grants. The balance of £1.5million is required to cover WMCA programme critical costs summarised in the table below:

Cost Element	Budget
Community Grant Awards	9,000,000
Grant Administrator Fee (Contract Value)	900,000
Programme Evaluation (5%)	450,000
Core Staffing	150,000

Within the Community Grant Awards budget allocation (£9m) the WMCA Board has issued two mandates in respect of spending targets within this Grant Fund envelope:

- £3million of the funds awarded have suitable oversight from the Wellbeing Board. This may result in some strand specific considerations, including but not limited to specific granting criteria and eligibility, where sector specialisms are considered;
- £2million to be spent of local community events.

The targets outlined above are not mutually exclusive, and it is noted that a community based sports event would satisfy Board across both criteria.

FINANCE SUMMARY

<i>Table 1</i>	
Finance Summary	PBC (£)
Total Programme Cost:	£10,500,000
WMCA Funding Required:	£10,500,000
WMCA Funding Stream:	TBC
Funds Secured:	TBC
Funds Not Secured:	TBC

1 – STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.2 PROGRAMME OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Outline the SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent) objectives of the programme and how they will be measured within the table below. Desired outcomes include improved economy, efficiency, effectiveness, replacement and compliance.

Note, all programmes need to consider Inclusive Growth and its contribution to Net Zero.

Table 2 below sets out detailed objectives for this Programme. In addition, the Programme has considered the following top-level WMCA priority objectives worth noting:

- (i) Secure new powers and resources from central government – the commitment from DCMS and HMT to retain the B2022 Games underspend within the West Midlands is in itself a significant achievement. Scrutiny from Central Government is expected to remain significant throughout the funding period. Successful delivery of this Grants Programme, particularly given its public facing campaign, has the opportunity to positively influence WMCAs future ability to leverage in new funding to the region.
- (ii) Develop our organisation and our role as a good regional partner – WMCA will seek to extend the impact of this Fund through additionally leveraged match funding, either through WMCA itself, or through contractual expectations on the appointed grant administrator and/or successful grant applicants.

Table 2

#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e., Outcomes)	Alignment to WMCA Aims and Objectives
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1.	Award grant funding to causes which contribute to existing regional and national policy priorities, including causes which continue the legacy impact of the 2022 Commonwealth Games.	NA	NA	Local, regional and national policy priorities to be embedded in Grant Administrator performance criteria (e.g. minimum geographical funding allocations, alignment with IMDs).	<p>Individuals/organisations that may have historically struggled to access funding will have greater opportunity to engage with this fund through innovative application practices.</p> <p>The presence of the fund should be felt more widely across the West Midlands through effective community engagement.</p> <p>Building and extending evidence-based practice from the Games legacy.</p>	Promote inclusive economic growth in every corner of the region
2.	Extend the reach of community-based, including the Physical Activity, Health and Wellbeing sector, to	NA	NA	Grants applications will need to be based on community need, evidence an inclusive and accessible	Target groups including young people, women and girls, and individuals with disabilities are better	Ensure everyone has the opportunity to benefit

	support disproportionately disadvantages groups, with particular focus on youth, women and girls, and those with disabilities.			approach including being community led. Priority groups to be embedded in Grant Administrator performance criteria (e.g. minimum geographical funding allocations, alignment with IMDs).	positioned to access funding and benefit. Organisations are better upskilled to know how to produce a positive funding application.	
3.	Support regional communities and organisations to engage with this grant funding opportunity; enabling funding to reach new audiences through barrier breaking and innovative grant making practices.	NA	NA	We will absorb learning from active legacy and community programmes on a case study basis to develop the grant funding criteria upon which new funding investments might be made.	Individuals/organisations that may have historically struggled to access funding will have greater opportunity to engage with this fund through innovative application practices. The presence of the fund should be felt more widely across the West Midlands through effective community engagement.	Promote inclusive economic growth in every corner of the region
4.	Support an upskilled region-wide community.	NA	NA	Enabling organisations in Non-Constituent members of the Combined Authority to apply for and deliver activity, which will enable a	Individuals and organisations are better able to access this and other funding opportunities available.	Ensure everyone has the opportunity to benefit

				<p>considerably bigger area where benefits will be felt.</p> <p>Ensure that there is a community engagement element to the grant tender specification.</p> <p>Make specific provisions for capacity building spend within granting framework.</p>		
5.	<p>Maximise impact, reach and timeline of Games surplus funding through additional leveraged match funding from key regional contributors (e.g., Sport England and National Lottery Funders).</p>	NA	NA	<p>The Grants Programme will support pump-prime investment into emerging opportunities that fit agreed investment criteria.</p> <p>Work in parallel with other regional funders to maximise sustainability and longevity of funding, e.g. through match.</p>	<p>Individuals and organisations would have the opportunity to access more funding with scope to extend beyond 2025.</p> <p>Individuals/organisations supporting to build direct relationships with long term/sustainable funding partners.</p>	<p>Develop our organisation and our role as a good regional partner</p>

6.	Be better positioned to attract inward financial investment through improved community capacity.	NA	NA	<p>Ensure cross-connectivity with other CWG Fund Programmes, with particular emphasis on Social Economy and Social Value projects.</p> <p>Continue WMCA led engagement with private sector organisations with scope to match, extend and sustain grant activity.</p>	<p>Individuals and organisations have increased funding opportunities through a range of sources and with scope for improved sustainability.</p>	<p>Secure new powers and resources from central government</p>
7.	Develop knowledge of granting practices and learning and impact on the communities who are the beneficiaries of such investment	NA	NA	<p>A collaborative and participative method of grant making is required. Reference groups engaging sector specialist, key stakeholders and community leaders are in the process of being established to support this process.</p>	<p>Funding processes are better designed to meet the genuine needs of the West Midlands population.</p> <p>Evidence of learning of the positive impact and change that the grant has made</p> <p>Understanding how impact is sustained post funding</p>	<p>Promote inclusive economic growth in every corner of the region</p>

1.2 ORGANISATIONAL OVERVIEW

This PBC has been produced directly by the WMCA using relevant subject matter experts and internal organisational learning to inform best practice.

WMCA will appoint an Administrator(s) to oversee delivery of this Grant Programme. The delivery agent(s) will be selected through a competitive procurement process to ensure best value for money. The Administrator(s) will be required to provide demonstrable experience of participative schemes, suitable delivery infrastructure and relevant governance processes.

Further details are outlined within this PBC in the Assurance, Subject Matter Expert and Evaluation sections.

1.3 EXISTING ARRANGEMENTS AND BUSINESS NEEDS

The proposal included in this PBC represents a new investment in a Community Grants Programme resulting from a significant budgetary underspend on the 2022 Commonwealth Games. There is no existing business as usual activity within the WMCA in this specific area.

WMCA has a four-year history of collaborative working alongside the B2022 Organising Committee, and it publicly regarded as a known contributor to the Games and its success. The implementation of this Community Grants Programme will continue WMCA's contribution to the Games' ongoing legacy ambitions, securing positive public perception.

The WMCA has a credible track record of developing programmes and projects which benefit everyone in the region through activity within its Inclusive Communities portfolio. This includes the Young Combined Authority, WM Mental Health Commission, Include Me West Midlands, the Faith Strategic Partnership Group, the Leadership Commission our broader work on community engagement. Alongside this, the portfolio works closely with our Equalities, Diversity and Inclusion team, the health and communities team including regional work to improve the lives of people with disabilities and work to address health inequalities.

WMCA has been selected as the recipient body for £70million of the Games underspend. There is a public expectation that much of this funding will be used to support community based organisations and projects; particularly those that were perceived to receive limited benefits from the Games itself. This Grants Programme will enable WMCA to achieve the following:

- Identification and continuation of projects born out of the Games with scope to apply and receive ongoing funding to effect further change;
- Plug gaps in the Games funded landscape, particularly addressing geographic funding deficiencies (e.g. Walsall) for funding made to date.

The selected projects directly align with WMCA's strategic objectives to:

- Ensure everyone has the opportunity to benefit: the Grants Programme has been designed to continue alignment with the Games' mission statement; 'the Games for everyone', driven in ensuring the grants are used to deliver and embed an inclusive and accessible activity reflective of individual and community needs.



- Promote inclusive economic growth in every corner of the region: selection of funded projects will reflect WMCA's commitment to inclusive and accessible practices, embedded within the existing Inclusive Communities team.
- Develop our organisation and our role as a good regional partner: WMCA's investment in this Community Grant Programme may facilitate additional investment from wider regional stakeholders, including funders, local authorities and private sector investors.

1.4 KEY RISKS

Table 3							
ID	Risk	Risk Type	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1.	The £10.5million budget is failed to be allocated and spent out within the pre-defined programme timescales, as defined by Central Government. Funds may have to be repaid to HMT, and the opportunity for the West Midlands to realise benefit from this additional investment would be lost. Trust from Government in WMCA's ability to deliver against spend commitments may also be eroded.	Business Risk Service Risk	4	3		CD/BS	An experienced grant Administrator(s) will be appointed to limit delays to implementation timescales. An experienced SME has been contracted to oversee programme design and implementation to mitigate delays to timescales. Commencement activities have begun 'at risk' to ensure prompt programme start pending approval from Investment Board in June 2023.

SINGLE ASSURANCE FRAMEWORK

2.	The £10.5million Grants Fund is non-strategically allocated to small projects with little scope to drive lasting impact. The overall impact of the fund is diminished as a result.	Service Risk	4	3		CD/BS	<p>An expert Reference Group has been established to embed a best practice, strategic approach.</p> <p>The grants fund has a financial structure for volume and value of grants to ensure that a balanced portfolio of projects, with scope for sustainability are selected.</p>
3.	The Grants Fund is used plug gaps in existing public services that should be/are eligible for funding from existing public monies.	Business Risk	4	3		CD/BS	<p>Eligibility criteria will be set with the Grant Administrator to ensure items that should be funded through other sources are not funding from this scheme.</p> <p>Ongoing monitoring of awarded grants will be undertaken.</p>
4.	Inconsistency in the definition of the 'West Midlands' between	Business Risk	4	3		CD/BS	The WMCA Board has approved

	<p>WMCA and B2022 results geographic regions that were previously eligible for funding now being excluded. A significant public and political backlash from excluded Local Authorities could be expected.</p>						<p>inclusion of non-constituent members within the scope of this Grants Programme.</p> <p>Discussions with external funders with scope to address gaps in the geographic landscape are underway.</p>
8.	<p>The current programme plans proposes appointment of a Grant Administrator in June 2023. This is an ambitious timescale. Failure to appoint the Administrator in June as planned will result in delays to Fund launch, and potential negative public backlash resulting from an increasingly compressed delivery window.</p>	Business Risk	4	3		CD/BS	<p>Significant pre-emptive work has been undertaken with Procurement to establish a realistic timeline to supplier appointment. Procurement activity will take place in tandem with the SAF and Investment Board processes, to ensure that following Business Case approval in June, swift appointment of a</p>

SINGLE ASSURANCE FRAMEWORK

							supplier can be made. Details of the Procurement timeline have been provided as a separate appendix item.
5.	Lack of clarity in how much of the £70million underspend managed via WMCA is allocated to the Community Grants Fund results in misaligned public expectations over the scale and scope of funding available, and its associated outcomes.	Business Risk	4	3		CD/BS	A Fund wide comms strategy will be developed to provide clarity to the public on the intentions for the Games underspend. A Community Grants Programme specific comms plan, including a formal launch will provide clarity on the exact funds available, as well accessibility and eligibility to these monies.
6.	Perceptions that access to the Community Grants Fund is not fair and transparent results in negative publicity, damaged public opinion	Business Risk Service Risk	4	2		CD/BS	The Community Grants Fund will be operated by a transparently appointed

	and ultimately reduced ability to achieve programme objectives.						<p>Administrator, using WMCA best practice Procurement approaches.</p> <p>The appointed Administrator will be required to implement a fair and transparent application process. A Community Panel to support in selection and decision making will be a condition of the Administrator supplier contract.</p>
7.	<p>Lack of clarity over what proportion of the £10.5million programme budget is actually awarded as grants results in negative public perception damaged public opinion and ultimately reduced ability to achieve programme objectives.</p> <p><i>It is expected that a proportion of the £10.5million will be required to cover oversight and central costs</i></p>	<p>Business Risk</p> <p>Service Risk</p>	4	2		CD/BS	<p>The numbers advertised publicly for grant distribution will reflect the net budget value, accounting for contributions to essential central functions. This will be embedded in relevant comms</p>

SINGLE ASSURANCE FRAMEWORK

	(e.g. Evaluation, Administrator fee, Comms)					activities/strategies and reiterated throughout the programme lifetime.
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A column has been added to the above risk log to denote risks as either 'business' (i.e. WMCA) or 'service' (the supplier, specifically for the Programme the Grant Administrator). Risks relating to reputation are inherently tied to the WMCA itself and have therefore been assigned as Business risks. Operational delivery of the Fund and compliance with relevant WMCA set thresholds and targets will be the responsibility of the appointed Grant Administrator and are therefore Service Risks. There are instances of risks being both Service and Business, where there are operational and reputation consequences resulting from the same concerns.

1.5 BENEFITS

Table 4

#	Benefit	Benefit Type	Beneficiary
1.	Giving greater opportunities to young people, particularly Women in Sport and People with Special Educational Needs	Quantifiable benefits Qualitative benefits	Local Residents/individuals – young people
2.	Supporting individuals with doing greater physical activity, through the Physical Activity element of the £10.5 Million	Quantifiable benefits Qualitative benefits	Local Residents/individuals – elderly people
3.	Local organisations are empowered to bid for funding, through the diversification of Grant Funding	Quantifiable benefits Qualitative benefits	Local organisations (e.g., charities, sports clubs)
4.	Expand the reach of such programmes, through the inclusion of Non-Constituent members in this programme	Quantifiable benefits Qualitative benefits	Local organisations (e.g., charities, sports clubs)
5.	Supporting the growth of the region's social economy	Non-cash releasing benefits Qualitative benefits	Local organisations (e.g., charities, sports clubs)

1.6 CONSTRAINTS

The full £10.5 million budget must be spent out by March 2025, in line with the current Government Spending Review period.

WMCA Board has mandates that at least £3 million of the £10.5million be demonstrably used to support projects in the Physical Activity, Health and Mental Wellbeing space. It has also required that of the £10.5 million, up to £2 million must be used to support local level community events (e.g., local street activity). It is accepted that some of the £3 million Physical Activity, Health and Mental Wellbeing thematic mandate may also contribute to the £2 million local events target, i.e., where a community-based sports event is funded through the Programme, it would satisfy both Board requirements.

The Physical Activity, Health and Mental Wellbeing strand of the Community Grants Programme will be subject to oversight from the WMCA Wellbeing Board. Strand specific principles may be implemented, however alignment with fund wide principles and priorities will remain essential.

1.7 DEPENDENCIES

Delivery of this Programme is dependent upon the timely appointment of a suitable Grant Administrator, with demonstrable experience of Community Engagement and Infrastructure set up.

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

Table 5

#	Critical Success Factor (CSF)	Alignment to Programme Objectives / Related Project (s)
1.	<p>Community grants awarded directly or indirectly, with a particular focus on women and girls, differently abled communities, and youth</p> <p>Measures will include quantifying number and value of grants awarded to sector priorities listed above.</p>	<p>Extend the reach of community-based support in particular to Young People, Women and Girls, People with SEND's, Disability Inclusion, Volunteering, and Social Value.</p>
2.	<p>Greater reach into less engaged communities</p> <p>Measures will include geographic assessment of investment and the setting of KPI threshold limits to ensure alignment with MID values.</p>	<p>Enabling organisations in Non-Constituent members of the Combined Authority to apply for and deliver activity, which will support an upskilling of people right across the region.</p>
3.	<p>Improved trust and connectivity between regional communities and the West Midlands Combined Authority.</p> <p>Measures will include real-time identification of funded projects spanning multiple ward or local authority based geographies. Monitoring will be undertaken through CA led community/stakeholder forums to establish qualitative feedback on success.</p>	<p>Support regional communities and organisations to engage with this grant funding opportunity; enabling funding to reach new audiences through barrier breaking and innovative grant making practices.</p>
4.	<p>Additional leveraged funding secured for the region, which might otherwise have been invested elsewhere nationally.</p> <p>Measured through quantifiable additional funding generated. This will be monitored and recorded throughout the programme duration.</p>	<p>Award grant funding to causes which contribute to existing regional and national policy priorities and which helps to give everyone a chance to benefit.</p>
5.	<p>Greater consistency in funding distribution regionally.</p> <p>Measures will include geographic assessment of investment. Alignment with MIDs will be ensured to facilitate need based investment.</p>	<p>Be better positioned to attract inward financial investment through improved community capacity and develop knowledge of granting practices.</p>

6.	<p>Plugging of gaps and cold spots which were not otherwise reached or engaged with during the Commonwealth Games.</p> <p>Mapping of new funding against historically produced funding maps from the CWG will demonstrate success in this area.</p>	<p>Enabling organisations in Non-Constituent members of the Combined Authority to apply for and deliver activity.</p>
7.	<p>Maintenance of existing community led projects with proven impacts, where a lack of alternative funding may otherwise result in closure/cutting back having to take place.</p> <p>Successful projects will be tracked, to monitor where existing projects have been facilitated to continue through this Fund.</p>	<p>Maximise impact, reach and timeline of Games surplus funding through additional leveraged match funding from key regional contributors (e.g., Sport England and National Lottery Funders).</p>

2.2 LONG LIST OF OPTIONS

Table 6

#	Option Description	Advantages (Benefits)	Disadvantages (Disbenefits)	Option meets Objectives and CSFs of this programme? (Y/N)
1.	<p>In-house delivery of a c. £10.5million Grants Scheme</p>	<p>Potential reduction in the cost associated with Programme oversight, as compared with the appointment of an experienced Grant Administrator (see option 2). Current budget allocation for external supplier is £900k, it is likely that an internally resourced team could be recruited for a reduced fee.</p> <p>Absolute WMCA control over the final selection of funded projects. Reduced risk of the selected supplier not retaining alignment with core WMCA priorities/objectives when selecting successful grantees.</p> <p>Reduced burden on existing WMCA leadership in respect of line management and</p>	<p>Insufficient staffing/resources will require immediate resolution through a lengthy recruitment process, incompatible with Programme delivery timescales.</p> <p>Failure to capitalise on existing Grant Administrator experience and infrastructure results in unnecessary delays to delivery.</p> <p>Reduction in direct control of WMCA in the selection of successful grantees. Will require tight contract management control to mitigate risk of misalignment with WMCA objectives.</p> <p>Reduced control for WMCA over mitigation of timescale risk. Timescales will be driven by ability of the selected supplier to deliver within the agreed contract period.</p>	<p>N</p>

		day-to-day oversight of programme delivery.		
2.	Appointment of a Grant Administrator via a competitive Procurement process for the supply of services	<p>Benefit of knowledge and expertise of an experienced Grant Administrator. Ability to benefit from established technology infrastructure and community links to maximise breadth of applicants and ability better engage 'unusual suspects'.</p> <p>Contractual security will ensure a claw back mechanism in the event that the selected Grant Administrator fails to deliver against terms.</p> <p>The proposed plan includes a budgetary allocation for WMCA staff to oversee contract management. This will enable WMCA to retain suitable control, whilst outsourcing day-to-day high time demand workload.</p>	<p>Additional budget implications for VAT cost component if run as a Service Supply rather than Grant Agreement.</p> <p>Negative public perception that the total £10.5million budget is being 'topliced' to facilitate payment of a supplier (c.£900k).</p> <p>Additional costs incurred to cover WMCA contract management staffing of Administrator resulting in further reductions to availability of budget for actual grant awards (£9m).</p> <p>Reduction in WMCA's direct day to day control over selected grantees. WMCA will devolve decision making to the Grant Administrator.</p>	Y
3.	<p>The WMCA does not choose to pursue this Programme activity by any of the options outlined in this table (i.e. 'do nothing').</p> <p>There is no current service provision related to this programme. Therefore, a separate 'business as usual' option has not been separately presented, as this would be</p>	<p>No draw down on capacity of existing WMCA central function teams (e.g. Procurement, HR) or on leadership/line management. Existing staff are able to focus attention on existing WMCA priorities and tasks.</p> <p>Elimination of programme delivery risks, including potential reputational</p>	<p>WMCA would need to either reallocate this funding to an alternative programme within the Commonwealth Games Legacy Enhancement Fund portfolio, or inform Central Government that it does wish/is not able to spend out the funding. Any change to this financial proposal would also require renewed sign off by the WMCA Board.</p> <p>Failure to deliver the planned activity would negatively impact relations and perceived reliability of WMCA with Central Government, resulting in negative and far reaching central/local devolved funding relations across the organisation.</p> <p>Significant public backlash would ensue as commitments to a community based grants fund have been made via</p>	N

	synonymous with 'doing nothing'.		WMCA Board and the Mayor's LinkedIn. Cancellation of these plans would damage public perceptions towards the CA and its positioning as a useful regional connector.	
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Note that no separate 'do minimum' option has been analysed as there is no differentiation between this and the details presented in option 2. The decision by WMCA to invest in a Community Grants Programme is a 'go/no go' decision: the specific contract values does not have a bearing on this decision or on the risk profile associated with the programme.

2.2 SHORTLISTED OPTIONS

The options presented in the above table have each taken account of key risks, costs and benefits. In summary, the viability of options has been considered balancing two key factors: cost and timescale. Timescale is the number one risk outlined in the risk log of section 1.4 Key Risks. Failure of WMCA to spend the budget within the pre-defined timeframe will result in significant reputational backlash from Central Government, and inability to capitalise on the investment in the West Midlands.

- In-house project delivery has been assessed as not meeting Critical Success Factor objectives due to the significant negative impact on timescales anticipated. This is not a viable delivery option, despite delivering potentially better value for money in respect of direct costs (i.e. supplier and staff costs).
- 'Doing nothing' has also been assessed as failing to meeting Critical Success Factors. The perceived benefits on cost and removal of business risks from not progressing with this programme are outweighed by public expectation and resulting reputational risk, as well as failure to meet WMCA's overarching organisational objective to be an effective regional partner.

Therefore, the only viable option in respect of delivery that will enable WMCA to mitigate the above-mentioned timescale risk is the appointment of a Grant Administrator (supplier). As detailed above, this option also delivers increased positive delivery outcomes, including the opportunity for WMCA to benefit from the experience and expertise of an established supplier. Cross analysis with the risk register was completed in the analysis of this option, and the option enables reasonable management of identified risks to enable programme success.

As the preferred way forward, appointment of a Grant Administrator via Procurement also takes account of best practice learnings from previously run WMCA Grant Schemes such as the Community Green Grants Programme and the Shared Prosperity Fund. Both of these funds make effective use of a Grant Administrator.

Procurement and Legal colleagues have been consulted on the preferred option for this Programme. It is agreed that the appointment of an Administrator is financially and legally viable, and there are strong documentary precedents in place from previously run schemes that will drive increased efficiency in the process for this programme.

2.3 SOCIAL VALUE FINDINGS

Detail the calculation of Net Present Social Value (NPSV) and Net Present Social Cost (NPSC) for the shortlisted options. This should also include significant impacts that cannot be quantified or included in the NPSV calculation and indicate how the preferred way forward offers the greatest value for money.

Not applicable to this Programme.

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

3.1 OVERVIEW OF COMMERCIAL CASE IN SUPPORT OF PREFERRED OPTION

Following discussion with Procurement, a suitable DPS Framework from which a Grant Administrator can be appointed. The Framework has a specific sub-category titled 'Grant Administration' with 20 existing organisations signed up to tender for this type of service when appropriate filters are applied. Market research into the 20 organisations has been conducted, and at least 10 organisations have been deemed to have the maturity and regional scale to deliver this scope of works.

Pre-emptively, a Prior Information Notice (PIN) (details can be found at: <https://www.find-tender.service.gov.uk/Notice/010755-2023>) has been issued to the market to gather Expressions of Interest from suppliers, and to give organisations that are not presently registered on the DPS the opportunity to do so. Four formal expressions of interest have been received to date, with more expected to follow in advance of 5th May 2023.

Separately, internal benchmarking and investigation has demonstrated existence of suppliers with the necessary skills and experience to operate as a Grant Administrator. Programmes like the Community Green Grants Fund and Shared Prosperity Fund have each helped to identify suitable provisional suppliers. A process to ensure these suppliers are signed up to the relevant Procurement DPS Framework will be undertaken, in line with the Programme's core values of fairness and transparency.

- Separately, legal support will be required in the contracting stage, once a suitable supplier has been identified and appointed. Active discussion are ongoing with the Head of Legal and her team. Discussions with legal to date have focussed on ensuring the following key performance criteria are captured in the resulting contract: Evaluation and Monitoring – that the grant administrator has the commitment and infrastructure to provide the required inputs to any WMCA set monitoring and evaluation criteria;
- Governance – the delivery agent must be able to demonstrate suitable governance processes and procedures to ensure the effective running and decision making related to the devolved programme delivery;
- Financial Controls – the Delivery Partner/s must demonstrate suitable Financial maturity (for example through evidence of a suitable Financial Control framework) to receive and spend out the allocated funding.

It is acknowledged that due to the tightness of timescales articulated in the Programme Risk log (spend out by March 2025) that the Procurement timeline for the Administrator is tight. This has been discussed and agreed with Procurement in order to mitigate against the risk to programme delays. Procurement activity will take place in tandem to the approval of this PBC, ensuring that pending formal approval at Investment Board in June 2023, progression to contracting and commencement of delivery is suitably expedited. A schedule of

timescales for this agreed with Procurement is included as an appendix item to this PBC. The draft tender specification has already been written and is undergoing internal review and approval from relevant central function teams (legal, procurement etc).

A newly established Reference Group, engaging sector specialists, key stakeholders, and community leaders, is supporting in the design of specific grant criteria which will also be reflected in the finalised grant agreements. We will also absorb learning from active legacy and community programmes on a case study basis to develop the grant funding criteria upon which new funding investments might be made.

It is expected that Subsidy Control will pass to the selected Grant Administrator, consistent with similar WMCA led grants programmes run previously. A small team within WMCA will oversee contract management of the Administrator, with particular focus on community engagement and reputational exposure. There is no significant impact anticipated for HR and IT above and beyond supporting in the recruitment and set up of this small internal team (see section 'Organogram' for details).

3.2 OVERVIEW OF THE COMMERCIAL STRATEGY

As indicated throughout this document, a Community Grants Reference Group has been established including members from several major funding bodies. It is expected that these individuals will use their experience and expertise in developing specific elements of the Programme including the potential for additional match funding to promote increase Programme sustainability beyond March 2025. The group is of a consultative format and has no formal responsibility over outputs and services, with organisations involved being nationally known and respected for grant funding purposes. This is also acknowledged to provide cover to WMCA in respect of strategic decisions made; ensuring that the organisations can suitably demonstrate engagement and buy-in from leaders in this space. A member of the group will be present on the Administrator supplier selection panel as part of the Procurement process. The group's Terms of Reference which gives specific details on roles and responsibilities, are attached as an Appendix.

A quantifiable social value metric derived from delivery of the programme will be used to benchmark future community grant investment and value for money. Day-to-day responsibility for the Grants Programme evaluation will be delegated to the selected delivery organisation(s). This relatively new approach will be embedded in lessons learned for future organisational application.

In addition, value for money will be further achieved in the following ways:

- The project will provide community insight to the WMCA to enable more effective community engagement and awarding of funds for similar future schemes.
- The project will catalyse conversations with additional funders, including the private sector, to encourage additional inwards investment and sustainability of the fund beyond March 2025. This has the potential to make WMCA less dependent on future government grants by unlocking alternative sources of investment that will further benefit the region.
- We will work with the selected grant Administrator to build capacity within the regional community sector, supporting organisations to better connect with private sector investors (with a focus on Corporate Social Responsibility), thus reducing their reliance on public funding.
- This initiative has the potential to align with other grant funds led by the WMCA, particularly the Community Green Grants scheme run within the same Directorate.

- Opportunities to drive efficiencies in centralised activity (e.g. marketing and communications) will be explored to maximise reach and value of both funds.
- We will apply quality and best value approach to the procurement of the grant Administrator. A 20% weighting for price has been implemented within the Procurement Strategy to ensure value for money across the supplier base.
 - Where appropriate, we will use rules, standards and certification that are already available and have track record, rather than developing everything from first principles.
 - We will support wider national shared learning to ensure all stakeholders interested in this approach learn from and develop approaches that work for their locality. This will be on an ongoing basis but with formal case studies shared by 31 March 2025.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

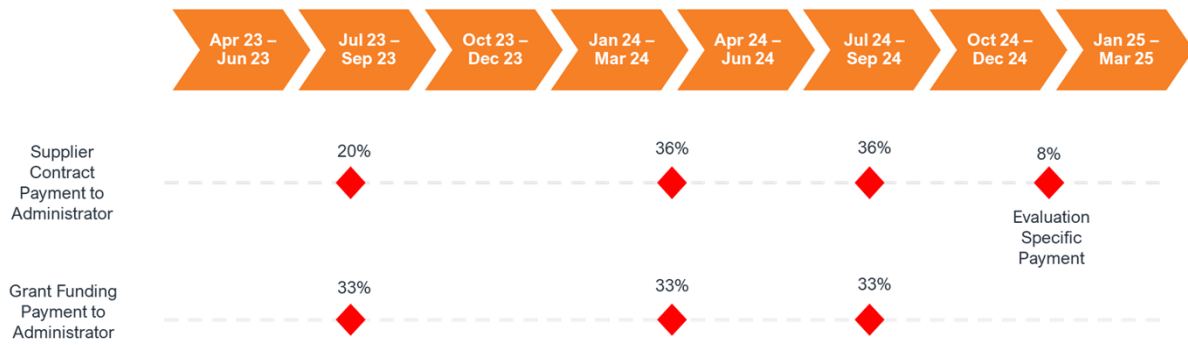
	Status (Secured / Not Secured)	£M
Revenue Costs	Unsecured	£10,500,000.00
Capital Costs	NA	0
Gross Costs	Unsecured	£10,500,000.00
Development Funding within the above (funding required to reach the next stage)	NA	0
Total	Unsecured	£10,500,000.00

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

£70million of new inwards funding to WMCA has been secured from DCMS resulting from a significant underspend on the Birmingham 2022 Commonwealth Games. £10.5 million of this budget has been pre-emptively allocated to the programme set out in this BJC and provisionally approved in December 2022 and March 2023 WMCA Board meetings, awaiting confirmation of details at June Investment Board meeting.

The programme has been specifically designed to the allocated budget, having initially been costed at £11.5 million. Efforts to minimise spend and maximise efficiency, whilst not compromising outcomes have been prioritised. There is therefore no budgetary shortfall to delivery, subject to the full £10.5 million budget set out in this PBC being approved at June Investment Board.

The table below sets out the total budget allocations against the four core cost bearing components. These costs will largely accrue evenly over the lifetime of the programme (to March 2025). Details of proposed payment milestones are set out in the diagram below.



Notably, the Evaluation spend (c. £450k) will be largely deferred until later in the programme lifetime as it is a backwards looking activity, requiring a significant proportion of activity to have been delivered before being undertaken. Thus a deferred Evaluation payment has been proposed.

Cost Element	Budget
Community Grant Awards	9,000,000
Grant Administrator Fee (Contract Value) (8-10%)	800,000
Programme Evaluation (5%)	450,000
Core Staffing	150,000
	10,500,00

The project has been fully costed to the point of delivering the fund. There is a finite budget and the final deliverables will be scoped and built to fit within the total envelope. The costings for the different elements of the project have been designed based on experience within the WMCA in working on similar projects in the past as well as specific inputs from the Reference Group. Notably, the percentage allocations for the Grant Administrator and Evaluation (8-10% and 5% respectively) have been directly informed by best practice, lessons learned and industry standards.

Table 9	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
Funding Commencement Date	<i>01/07/2023</i>
Funding Completion Date	<i>31/03/25</i>
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Fund from DCMS to WMCA are expected to be awarded under a Section 31. Payments will be made half-yearly in advance. Cashflow is critical to achievement of objectives and the Grant Administrator will require payment on account for grant funds before being able to distribute these to successful organisations. Suitable assurance and monitoring processes will be implemented.

<p>Any Conditions Precedent?</p> <p><i>e.g., securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i></p>	<p>The aim is to launch the ‘tender’ process to identify grant administrators in May 2023, with the awarding of funds to the selected organisations in Q3 2023.</p> <p>We expect the following conditions will need to be reflected in the final grant agreements with the selected grant administrators:</p> <ul style="list-style-type: none"> • Evaluation and Monitoring – that the grant administrator has the commitment and infrastructure to provide the required inputs to any WMCA set monitoring and evaluation criteria; • Governance – the delivery agent must be able to demonstrate suitable governance processes and procedures to ensure the effective running and decision making related to the devolved programme delivery; • Financial Controls – the Delivery Partner/s must demonstrate suitable Financial maturity (for example through evidence of a suitable Financial Control framework) to receive and spend out the allocated funding. • Geographic remit and footprint – successful bidders will be required to demonstrate a significant base of operations and/or beneficiary base with the West Midlands.
<p>Order in which WMCA Funding is to be drawn</p> <p><i>1st/2nd/3rd</i></p>	<p>NA</p>
<p>Work streams for which WMCA Funding is available to be drawn against</p> <p><i>e.g., all / workstream 1, 3 and 4 etc.</i></p>	<p>All</p>

4.3 BORROWING SUMMARY

No borrowing is required for this Programme.

4.4 IMPACT ON ORGANISATIONAL FINANCES

WMCA will receive new funds in the form of a Grant from DCMS. The date for receipt of these funds is anticipated to be April 2023. There is no other financial 'at risk' consideration for WMCA within the delivery of this programme.

4.5 STAKEHOLDER SUPPORT

The West Midlands Combined Authority has support from its political leaders with a WMCA Board paper approved on December 16th, 2022, and a further paper with specifically agreed elements for each funding pillar being ratified on March 17th, 2023.

In illustrating external engagement for the Inclusive Communities Grants Programme, a Reference Group with multiple individuals from external organisations has been established, in order to bring expert knowledge and insight into suitable grant criteria and develop plans for the allocation and distribution of the funding.

The group is accountable to the WMCA's CWG Legacy team and will be able to draw on a range of additional resources where required, with other relevant stakeholders being invited to group meetings where appropriate.

This follows meetings with WMCA colleagues, who are leading on projects as referred to in section 5.10 Lessons Learnt part of this Programme Business Case and which have outlined that engagement with individuals from external bodies, are an extremely valuable part of processes surrounding grant development.

On top of this and as part of engagement right across the West Midlands, the WMCA will hold events and workshops throughout the region with stakeholders (including key communities) and organisations.

This will be to ensure that the Inclusive Communities Grants Fund is influenced by creatives and experienced people in all corners of the West Midlands and in particular, reaches out to the non-constituent areas which will be eligible to seek funding for this Programme.

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

WMCA Board has mandated that £3million of the funds awarded through this Grants Programme have suitable oversight from the Wellbeing Board. The Inclusive Communities team and Health and Communities teams will work collaboratively through April to cement specific governance plans to address this mandate. It is acknowledged that this may result in some strand specific considerations, including but not limited to:

- The appointment of a separate, specialist Grant Administrator for Physical Activity, Health and Mental Wellbeing related grant;
- Specific granting criteria and eligibility, where sector specialisms are considered;
- Specific communications requirements to target specialised granting criteria and or eligibility.

Consistency with Programme wide principles across all sector themes of the Fund is a critical success factor, and important consideration for public experience in applying for grants. This will be ensured through delivery by effective collaboration between all WMCA engaged staff.

Governance Gateway	Condition
Appointment of Administrator	<p>The appointed Administrator will be required to demonstrate compliance with standard WMCA Governance requirements, including but limited to presence of a suitably experienced and fairly appointed Executive Board.</p> <p>The Chair of the Wellbeing Board, or a suitable nominated representative will be engaged in the Administrator selection and appointment process.</p>
Participative Community Stakeholder Panel	<p>The Administrator will be required to implement a Community Stakeholder Panel through the grant selection process to embed community decision making.</p> <p>WMCA will elect a suitably senior representative (e.g. Head of Inclusive Communities) to retain visibility over group making decisions and ensure alignment with WMCA Programme objectives.</p> <p>The Panel will include community representatives approved by the WMCA Wellbeing Board.</p>
Reference Group	<p>A formal Grants Programme Reference Group has been established to gather and embed best practice expertise from Funding sector contributors. Reference Group meetings take place weekly during the Programme design phase.</p> <p>The WMCA Wellbeing Board will be invited to nominate suitable representative(s) to this Group in addition to officers from the Communities and Wellbeing team.</p>

WMCA Wellbeing Board	Wellbeing Board will have specific oversight of the £3million Physical Activity, Health and Mental Wellbeing element of the Grants Fund. The Board will retain a role in the above listed processes and governance fora, and will also receive regular reports regarding progress in relation to the £3million Physical Activity, Health and Mental Wellbeing strand.
WMCA Board/Executive	As and when relevant, WMCA will be kept up to date with Grant progress. High level 6-monthly updates (aligned with the Programme Monitoring approach set out in this PBC) will be made available to members of WMCA leadership.

The WMCA will implement a dedicated team of four (including the creation of a new Apprentice), who's role it will be to oversee successful delivery of objectives under this grant agreement.

The newly established team will report into the existing SRO for Inclusive Communities. This team will also have dual responsibility for WMCA staffing of the Trailblazer Programme Funding which will be administered by the United By 2022 Legacy Charity (£5million), covered separately under its own Business Justification Case.

The newly established team is expected to be in place from Q3 2023 calendar year and will take over from the current Head of Legacy (Inclusive Communities), operating as an expert short-term contractor.

Subject to approval, the proposed roles would be funded from Summer 2023 until 31st March 2025 from the £10.5million Programme budget and would coincide with the Government deadline to spend all CWG Legacy Funding.

The specific Organogram is in section 5.3 on Page 25.

Change management arrangements (inc. reference to WMCA Change Process)

Regular review meetings with the project team will provide the opportunity to understand any operational issues and for any changes required in line with progress against project objectives, deliverables, milestones and contracts. A review of the risk register will give early notice of any potential forthcoming changes required. The Head of Inclusive Communities will have authority to approve changes within the project. Any change requests affecting the project will be sent to the WMCA's SAF inbox to ensure alignment with WMCA process. We would anticipate that the Director of Strategy, Integration and Net Zero would hold responsibility for sign off of change request with delegation up to £1m within WMCA Single Assurance Framework thresholds, as well as any grant agreement requirements from the funder (DCMS).

The WMCA Change Control request form has been reviewed as part of this PBC preparation. There are four core spend components for successful delivery as below. The figures presented below reflect the agreed budget allocation for each element, with Change Control requests required for any inter-element cost variations as set out in the authority limits table further below.

Cost Element	Budget
Community Grant Awards	9,000,000

Grant Administrator Fee (Contract Value) (8-10%)	800,000
Programme Evaluation (5%)	450,000
Core Staffing	150,000
	10,500,00

The following thresholds/tolerances for variation on project spend is set out as follows:

Threshold Limit	Change Procedure
£0-£10,000	Changes up to £10k within any quarterly period can be made by the Programme Strategic Lead on a BAU basis.
£10,000-£50,000	Changes from £10k to £50k within any quarterly period can be proposed by the Strategic Lead but require formal approval from the Departmental Head of Service. The Change Control form shall be completed for audit purposes, but will not be submitted to SAF as variance is below 10%.
£50,000-£1,000,000	Changes from £50k to £100k within any quarterly period can be proposed by the Strategic Lead and/or Head of Service but require formal approval from the Departmental Executive Director. The Change Control form shall be completed for audit purposes, but will not be submitted to SAF as variance is below 10%.
£1,000,000+	Proposed changes exceeding £1,000,000 will require a completed Change Control form to be submitted to SAF using the relevant mailbox as variance exceeds 10%.

5.2 PROGRAMME SCHEDULE FOR DELIVERY

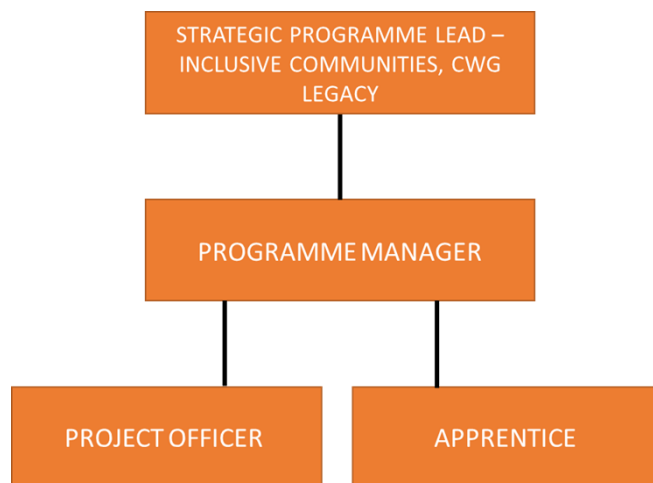
The diagram below sets out the topline Delivery Plan and timescales for this Programme. Further Programme specific milestones are provided within the Monitoring and Evaluation section of this PBC.



Table 11

#	Milestone	Start Date	End Date
1.	Consultation – Reference Groups and Community Engagement	April 1 st 2023	1 st September 2023
2.	Development – Grant Criteria and Tender Specification	April 1 st 2023	May 2023
3.	Public Launch – Open Tender Process for Delivery Organisations	September 2023	-
4.	Awarding of Funding to Grant Administrator/s	October 2023	-
5.	Public Launch – Distributor seeking Grant Applications	November 2023	December 2024
6.	Final Grants Awarded	December 2024	-
7.	End of Programme Evaluation	January 2025	March 2025

5.3 PROGRAMME TEAM ORGANOGRAM



The team structure set out in the Organigram will provide capacity across the breadth of the Community Grants Programme, including the Physical Activity, Health and Mental Wellbeing

£3million allocation. The team will be sighted within the SINZ Directorate under Inclusive Communities, but may have ‘dotted’ reporting lines into relative members of Physical Activity, Health and Mental Wellbeing Management/Leadership.

5.4 PROGRAMME DELIVERY ROLES AND RESPONSIBILITIES

<i>Table 12</i>							
	Executive Director SINZ	Head of Inclusive Communities	Head of Communities and Wellbeing	Strategic Lead	Programme Manager	Project Officer	Grant Administrator
Appointment of Grant Administrator	A	R	R	-	-	-	-
Consultation with sector specialist contributors	I	A	R	R	C	C	-
Consultation with community groups/stakeholders	I	A	C	R	C	C	R
Day to day monitoring of Grant Administrator performance	I	I	C	A	R	C	-
Financial management and budgetary oversight	A	R	R	R	R	C	R
Effective spend out of grants budget	-	-	-	-	-	-	R
Programme Evaluation	A	R		R	C	C	R
Physical Activity, Health and Mental Wellbeing specific matters	A	-	R	R	C	C	R

5.5 USE OF SPECIALIST ADVISERS

Within the WMCA, a specialist team of four has been identified to develop and implement the deployment of activities set out in this BJC. It is expected that this team will be required to support until at least 30th June 2023, and this has been costed in to the proposed cashflow.

A CWG Community Grants Reference Group (CWG CGRG) will provide expert knowledge and insight into suitable grant criteria and develop plans for the allocation and distribution of the funding. This will include:

- Supporting the WMCA CWG team to identify gaps in the existing regional funding landscape and establishing innovative approaches to addressing these gaps through the new Community Grant programme;
- Providing insight into existing grant processes and mechanisms to avoid duplication and ensure regional alignment;
- Supporting development of the communications strategy to engage suitable delivery organisations. This could include identification of specific organisations with the maturity and reputation to be credible grant administrators;

- Supporting the WMCA CWG team in the development of its public tender process for grant fund administrators;
- Ensuring that the necessary governance, due diligence, and assurance mechanisms are built into the WMCA's Grant Programme evaluation and monitoring plans to ensure appropriate use of public funds.

Support from Procurement and Legal has been sought to establish best practice and compliance with Subsidy Control legislation, alongside working closely with the Procurement team to devise a number of possible approaches. This and a Tender Specification can be found as appendices to support this section and document and they expand into the details of the plan, based on the work undertaken to date.

5.6 CHANGE AND CONTRACT MANAGEMENT ARRANGEMENTS

WMCA recognises that the scope for optimal change plans on this Programme are limited by the rigid timescales imposed by DCMS. This is noted as the primary programme risk in the section 1.4 risk Log.

The most considerable change that is a low probability but high impact risk for this Programme is substantial underperformance of the Grant Administrator, requiring a change to granting approach. It is unlikely, due to tight timescales, that the Administrator would be removed from operations entirely (provided no gross misconduct were identified). Instead, a supplementary Administrator may be added to increase delivery capacity and reach. The implementation of this change would require approval from the relevant Departmental Executive Director.

Responsibility for the Grant Administrator Contract Management will fall within the remit of the newly created Strategic Lead. This individual will monitor performance of the Administrator against pre-agreed priorities and delivery criteria.

Changes to Grant Programme Principles (transparency and fairness, inclusivity, community led) will not be permitted through the course of delivery. WMCA considers these principles to be broad enough to not be restrictive to the achievement of operational objectives.

Changes to Grant award principles, may, at the discretion of the Head of Inclusive Communities be imposed, provided they are in line with Board level approvals (e.g., Board has mandated a £3million spend of Physical Activity, Health, and Mental Wellbeing). Such changes might include specific targets relating to geographic spread of funding allocations, or the amount of funding supporting priority groups. As above, alignment with core Fund principles will be required through delivery.

5.7 RISK AND ISSUE MANAGEMENT

A risk register will be maintained through delivery of this Programme. A template version of the proposed risk register is included as an appendix item to this PBC.

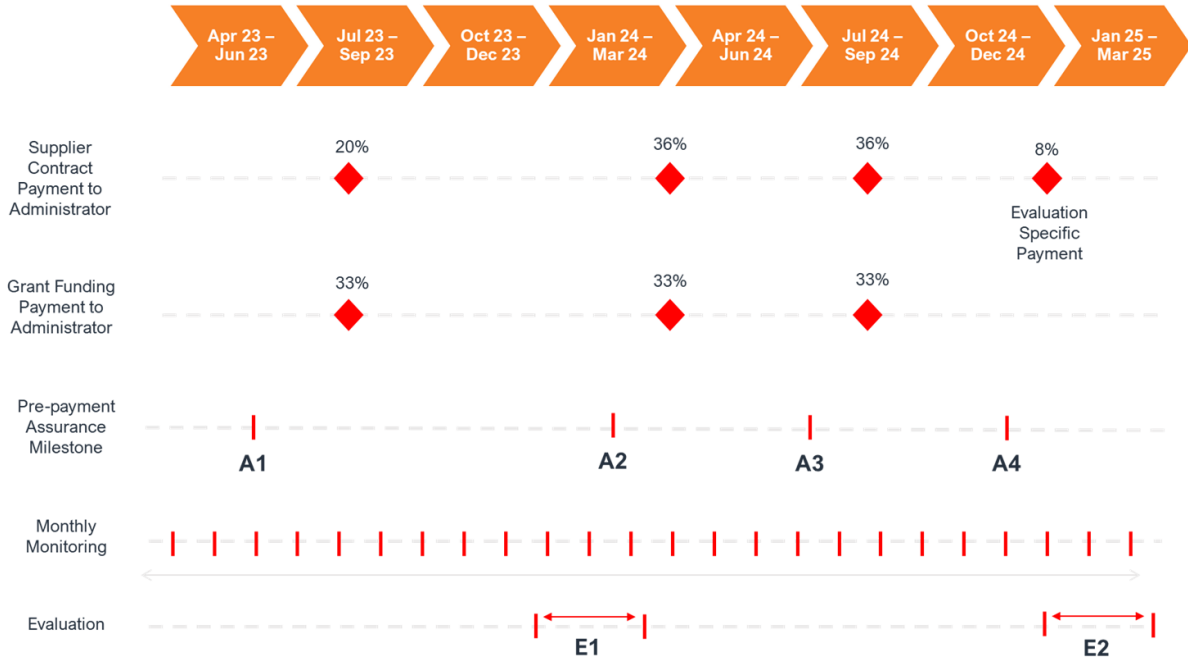
Risks that have significant Financial and or Reputational consideration for WMCA will be prioritised. Where appropriate and as recommended by the Department Executive Director, risk reporting will be provided to the WMCA Board.

Day to day risk management will be the responsibility of the Programme Strategic Lead, with oversight from the Head of Inclusive Communities.

5.8 PROGRAMME ASSURANCE

There is an expectation from DMCS that Legacy Fund (£70million) wide assurance checkpoints will need to be satisfied. This Programme will contribute and feed into any top-level commitments as required.

The diagram below sets out key project assurance milestones in respect of financial and evaluation gateways.



Delivery and Evaluation

The end-to-end delivery timeline for this programme is fixed and runs between April 2023 and March 2025. A period of implementation/set-up time is expected to run between present and September 2023 whilst an Administrator is fairly appointed and suitable communications strategies put in place. Delivery work will cease in December 2024, to enable a robust end of programme Evaluation to take place in Q1 of the 2025 calendar year. A mid-way Evaluation review will also be required in Q1 of the 2024 calendar year; this will identify and emerging gaps in programme delivery and will also provide WMCA with evidence of outcomes which can be fed into relevant comms strategies. The Administrator will be required to demonstrate their commitment to Evaluation and Monitoring at tender stage.

Performance Assurance (including reference to payments)

Payments for the programme will be issued to the Grant Administrator in advance and in line with the payment schedule outlined in the diagram above. Because payments are to be made on a pre-payment rather than accruals basis, the process for financial and delivery assurance is more rigorous to minimise project risks for WMCA.

One month in advance of each agreed payment date, the Grant Administrator will complete a performance report template. This template will be required to confirm the following details;

- Financial variance analysis: demonstration of actual spend within the period, compared to the budget/spend profile as articulated at tender stage;
- Summary on delivery of key objectives/outcomes: aligning with the financial variance analysis, a written summary of achievements agreed milestones for the period per details provided at tender stage;
- Identification of any missed or postponed milestones: as at the pre-payment assurance milestone the Grant Administrator will provide details of any delays, postponements or cancellations to key milestones in line with tender documentation. Where milestone activities are not met within the payment period, the Administrator will provide business justification and a proposed solution in line with one of the following three options:

	Milestone Update	Suitable Business Justification provided	Action Required
1	Delayed/Postponed	Yes	Milestone activity and associated funding will be ported into following Payment period.
2		No	Funds for undelivered activity will be deducted from next payment amount. Unspent funds will be held in contingency by WMCA.
3	Cancelled	Yes	Where an activity or milestone has been cancelled, and a suitable alternative cost incurring activity is proposed within the Business Justification, mechanism (1) of this table will be implemented.
4		No	Funds for undelivered activity will be deducted from next payment amount. Unspent funds will be held in contingency by WMCA.

Figure 1, milestone payment assurance framework

Governance

WMCA will, under the supplier contract with the Administrator, reserve the right to request attendance and presentations from Executive/Board representatives at relevant WMCA governance fora.

Monthly meeting between the Administrator senior representative and relevant WMCA counterpart will be required. Pro-active identification of any delivery challenges will be expected and monitored via these check in meetings in advance of required variance analysis (as above).

5.9 CONTINGENCY ARRANGEMENTS

WMCA will hold a small proportion of its allocated grant funding as operational contingency. This should, in discussion with the relevant WMCA contract manager, enable WMCA and the Grant Administrator to respond to minor workplan changes, including delays and disruptions.

WMCA recognises that the scope for optimal contingency plans on this Programme are limited by the rigid timescales imposed by DCMS. This is noted as the primary programme risk in the section 1.4 risk Log.

Robust financial, milestone and evaluation plans will be implemented to facilitate prompt identification of issues during delivery. WMCA will implement a four-person contract management team responsible for day-to-day monitoring of issues. Where identified, the WMCA team will support the Administrator in considering suitable mitigating actions, for example recruitment of additional members of staff or adaptation of milestone outcomes.

Most significantly and in the absence of all other options, where systematic delay or disruption to delivery is identified as a result of performance by the Grant Administrator which puts the ability to complete full draw down of the allocated budget, WMCA may seek to appoint a second Administrator to increase delivery capacity; any payment due to the Administrator(s) would reflect this change in responsibility. Where this is not deemed feasible, WMCA may consider re-allocation of funds to a different strand of the Inclusive Communities pillar (e.g., the Legacy Trailblazer Programme) or Physical Activity, Health and Mental Wellbeing portfolio (where related to the £3million Board mandated spend in this area). This decision would be by exception and the responsibility of the relevant Departmental Executive Director and would likely require Board level approval.

5.10 LESSONS LEARNT

This proposal has been developed through discussions and engagement with internal WMCA colleagues, including those responsible for management of:

- Community Renewal Fund
- United Kingdom Shared Prosperity Funded Programmes
- Multiply Programme
- Community Green Grants Fund (in partnership with the Heart of England Community Foundation)

Existing documentation, including critical success factors and staff reflections, have been used to influence the shaping of this scheme.

Specific points of note shared through this process include:

- Having external individuals in decision making processes is beneficial. For example, The Community Green Grants Fund has at its heart a Grants Assessments Panel, whose members include representatives of both the Heart of England Community Foundation and the WMCA, as well as several external individuals' part of its membership and this therefore brings not only experience to the table, but fresh and unbiased perspectives. This has been reflected in the implementation of a mandatory Community Stakeholder Panel to support in a participative grant making process.
- The size of funding being given means processes and procedures should be expedited. Experienced colleagues identified the tightness of timescales for this Programme. Decisions supporting improvements in timescales (e.g., Procurement related decisions) should be sought and prioritised wherever possible.
- Tailored use of existing written documentation and paperwork (e.g., existing Grant Administrator contracts) has been encouraged. A significant number of resources

have been shared, useful in developing forms for tendering, grant application forms and grant criteria.

There is consensus that appointment of an appropriate Administrator, as opposed to in-house delivery, for a Programme of this value, will create improved time and delivery efficiencies. This is reflective in the Options Appraisal section of this PBC. Outsourced delivery will have a significant positive impact on ongoing resource drain of Central Function staff, above and beyond what has been forecast across the CWG Fund wide portfolio.

To support the above listed procedures and approach, a Lessons Learned Log (see appendix) has been created and will be maintained throughout the lifetime of the programme by the appointed WMCA team. This will align with the wider programme management plan for the team to monitor risk, benefits realisation, financial spend – real time learnings from these operational tasks will be immediately reflected in the Lessons Learnt log on a monthly basis, and where relevant will be cascaded to the wider Directorate and organisation via the Business Improvement team.

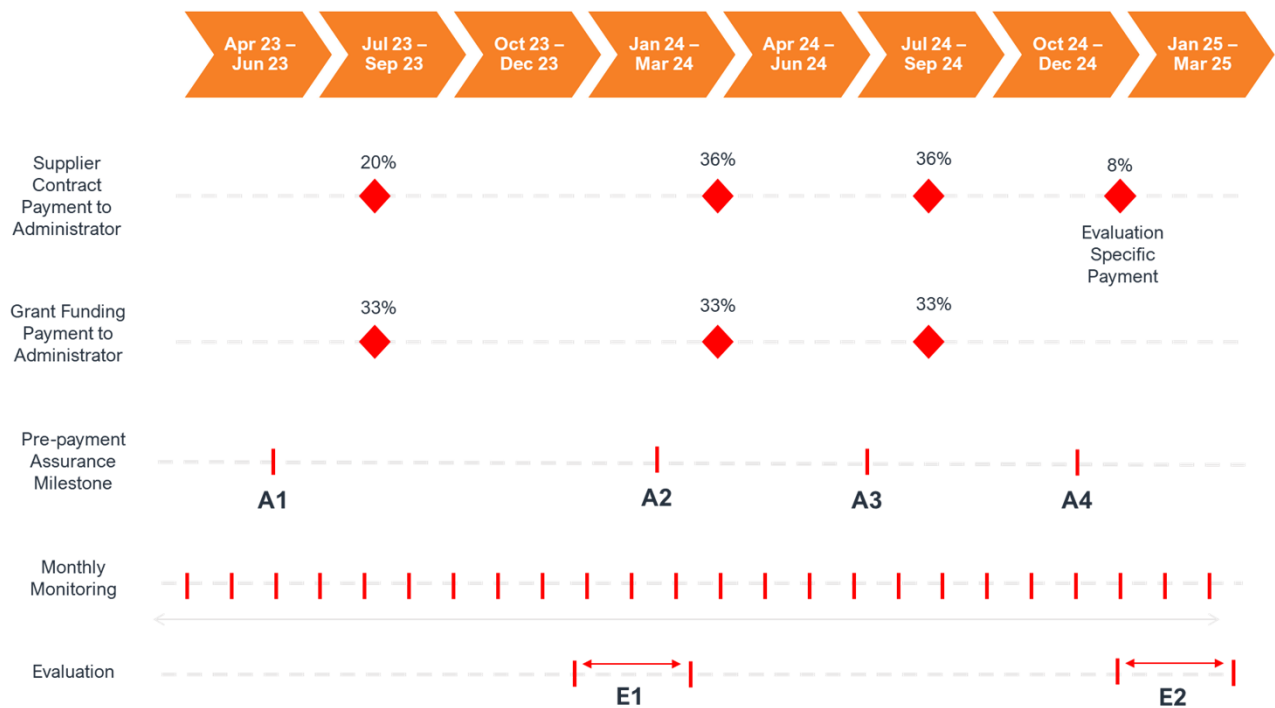
As recommended by the Community Grants Reference Group, regional Learning Events will take place within communities across the West Midlands throughout the delivery of the programme. Responsibility for delivery of these events will fall under the remit of the appointed grant administrator and will drive forwards a clear understanding of what people and places both want from the fund and promote reflection on the success and improvement points on the fund roll out.

5.11 MONITORING AND EVALUATION

Programme Monitoring

The remittance basis proposed for this fund is 6-monthly upfront cash payments to the appointed Grant Administrator. Therefore, robust monitoring for this Programme is critical to ensure effective use of public monies, paid in advance and with significant public scrutiny. The selected Grant Administrator will be required to identify a lead Senior Executive who will be the most senior officer responsible for delivery of outcomes within the Administrator and will be accountable for Programme Monitoring to the WMCA Head of Inclusive Communities.

The diagram below sets out the proposed payment profile and associated monitoring process that will be implemented to ensure effective Programme delivery by the Grant Administrator(s).



1. Supplier Contract Payment to Administrator

The supply of services component of funding will be distributed to the selected Administrator ('the Supplier') in line with standard Procurement and Contract Management practices. The diagram above proposed four milestone payments:

- 20% payment upfront;
- 36% payment at the beginning of Q2 (calendar) 2024 following suitable satisfaction of a mid-way Evaluation period, Assurance milestone 1 and 2, and satisfactory monthly reporting;
- 36% payment in Q3 (calendar) 2024 following suitable Assurance milestone 3, and satisfactory monthly reporting;
- 8% payment to cover robust end of Programme Evaluation costs (NB WMCA reserves the right to instruct an Evaluator via direct contract. In this case, this final payment would not be due to the Administrator. It is however envisaged that the Administrator will be responsible for sourcing a suitable independent Evaluator under their contract with WMCA and thus this payment milestone has been included in the above diagram).

2. Grant Funding Payment to Administrator

Payment of Grant Funds ultimately to be paid out to successful applicants are also proposed to be made on an upfront pre-payment basis. This is to eliminate WMCA driven bottlenecks in distribution of funds and to mitigate against the existing known risk of a short delivery window. Three even payments are proposed. Variation in actual spend by the Grant Administrator may result in changes to the payment plan. Evidence of financial records would be required from the Administrator were a funding advance to be under consideration.

3. Prepayment Assurance Milestone

The Grant Administrator will be required to satisfy a formal assurance gateway prior to each payment date. This process is further detailed under the Assurance section of this PBC.

4. Monthly updates via Dashboard and Verbally

The Grant Administrator's Project Lead will attend monthly meetings between the with the Head of Inclusive Communities, or a suitably senior proxy as reasonably required.

In addition to monthly verbal updates, formal budgetary reporting and associated variance analysis will be due from the Administrator once a month, in advance of each upcoming payment milestone (as captured in the diagram above). Budgetary reporting will be completed using the provided WMCA monitoring template, which is included in this PBC's appendix.

Monthly updates will include specific reference to the following:

- Variance of projected financial actuals versus budget – the Grant Administrator will be expected to pre-emptively identify any significant (defined as more than 10%) budget variations for each payment period. Note that where WMCA is not pre-emptively advised of budget variances within payment period, and a subsequent significant variance is identified at relevant assurance checkpoints, WMCA may implement a formal performance review and increase its monitoring procedures accordingly (e.g., monthly verbal reporting may be required at increased frequency, for example weekly). Further details on the consequences of underperformance of monitoring requirements by the Delivery Agent are captured in section Assurance).
- Projected spend for upcoming payment period – the Delivery Agent should identify any projected amendments to the proposed grant budget forecast.

Programme Evaluation

Evaluation will consist of a Programme specific Evaluation, whilst also contributing to a Commonwealth Legacy Fund overarching Evaluation managed centrally for the total £70million WMCA held budget.

Of the £10.5 Million Programme budget, approximately £9million is anticipated to be awarded in Community Grants (accounting for contributions to staffing, Evaluation, Communications etc.). Approximately 7% of this budget has been allocated to fund a Programme specific Evaluation, following expert advice from the Programme Reference Group. This budget may include core staffing and commissioning of expert Evaluator/s for intense Evaluation periods and is consistent with details provided in the Financial Case of this PBC

Responsibility for the Programme specific Evaluation will be devolved to the Grant Administrator(s) reflected as a contractual commitment within the final Contract Award. The Grant Administrator(s) will be required to complete two periods of Evaluation, as set out in the diagram above.

To oversee effective delivery of Evaluation through the Programme lifetime (and not limited to point in time assessment), the WMCA Programme Strategic Lead will be responsible for day-to-day promotion of Evaluation activity, supporting processes to ensure that relevant evidence and data are captured pre-emptively and in real-time, as core inputs to the Evaluation periods. The Lead will also work with internal WMCA Evaluation experts to implement best practice and pre-emptively identify any arising risks. This is consistent with the successful approach implemented by the Commonwealth Games Evaluation between 2021-2022.

MANDATORY APPENDICES REQUIRED FOR THIS PBC

The following documents must be appended to this PBC:

APPENDIX	PROVIDED (Y/N)
Benefits Realisation Plan and Benefits Register	Y
Risk Management Strategy	Y
Communications Strategy	Y
Risk Register and Issue Log	Y
Stakeholder and Communications Strategy	Y
Programme Schedule	Y
Change Management Strategy	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	NA
If CRSTS, DfT Additional Appendix	NA
Confirmed funding details	NA
Grants Eligibility Criteria	Y
Procurement Timeline	Y
Reference Group Terms of Reference	Y
Lessons Learnt Log	Y



Investment Board

Date	19 th June 2023
Report title	Global West Midlands – Strategic Outline Case
Portfolio Lead	Economy and Innovation - Cllr Ian Brookfield
Accountable Chief Executive	Neil Rami Chief Executive, West Midlands Growth Company Ed Cox Executive Director - Strategy, Integration and Net Zero
Accountable Employee	Katie Trout Director of Policy & Partnerships, West Midlands Growth Company Jonathan Skinner Head of Economic Policy and Partnerships
Report has been considered by	Investment Panel – 22 nd May 2023

Recommendation(s) for action or decision:

The Investment Board is recommended to:

- (1) Approve the appended Strategic Outline Case (SOC) which covers the total budget for the West Midlands Growth Company (WMGC) over the next two years (£21.8m).
- (2) Approve the release of £2.5m from the Commonwealth Games Legacy Enhancement Fund allocation, from the total £14.1m agreed by the West Midlands Combined Authority (WMCA) Board in March 2023, of which:
 - a. £1.8m will be utilised by WMGC in order to develop the Full Business Case and to begin delivery against the local and regional priorities in the Programme in Quarters 1 and 2 of 2023/24; and
 - b. £0.7m will be granted to Local Authorities from the WMCA to support an increase in capacity to deliver against priorities in the Programme.
- (3) Note that this is in addition to WMGC drawing down £2m of funding for Quarters 1 and 2 from the £4m for 2023/24 approved by the Investment Board and WMCA Board in December 2022 via a Business Justification Case.

- (4) Note that the Full Business Case will be brought to the Investment Board for consideration in September 2023.
- (5) Note that changes have been made to the SOC in the Executive Summary and Section 4 Financial Case.

1. Purpose

The key purpose of this SOC is to:

- Set out the high-level ambitions, objectives and targets for the Global West Midlands (WM) Programme which is being designed to deliver local and regional priorities and is currently being developed in detail through discussions with partners; and
- Seek the release of £2.5m of which £1.8m will enable WMGC to develop the Global WM programme to Full Business Case standard, and to support delivery of the local and regional priorities identified to date through to September 2023; and £0.7m which will enable Local Authorities to build capacity to support relevant economic development activity.

2. Background

- 2.1. At its meeting on 16th December 2023, the WMCA Board agreed (inter alia) to provide £4m of funding (comprised of £0.7m WMCA core budget, £1.6m UK Shared Prosperity Fund, and £1.7m from the Legacy Enhancement Fund) to the WMGC for the period 1st April 2023 to 31st March 2024. This followed the approval of a Business Justification Case by the Investment Board on 12th December 2023.
- 2.2. Subsequently, at its meeting on 17th March 2023, the WMCA Board agreed (inter alia) to allocate a total of £14.1m Legacy Enhancement Fund to the WMGC for the period 1st April 2023 to 31st March 2025 (this includes the £1.7m previously agreed for 2023/24 as per para 2.1). This figure comprised of £13.4 for delivery of the Global WM programme and £0.7m to be granted to local authorities to enhance their capacity to support the delivery of their local Global WM priorities. This decision was in line with the conclusions of Phase 2 of the WMGC Review that was commissioned by the Economic Growth Board in September 2022. At their meeting in March, the WMCA Board agreed WMGC should continue to be an investment promotion and a destination management organisation for the region, with a similar scope and scale to that of the past two years, but that future activity should be re-focused to meet regional and local priorities.
- 2.3. The release of funds to the WMGC to deliver the Global WM programme is contingent on securing approval from the Investment Board. WMGC had submitted a Full Business Case for consideration by Investment Board in June 2023. However, it was subsequently agreed that given WMGC was in the process of developing the programme with Local Authorities and the WMCA, and that elements of the case were therefore not sufficiently mature, a more suitable approach would be to bring forward a SOC at this point with a view to bringing a Full Business Case to the Investment Board for consideration in September 2023. The recommendation to release some of the funds at this point will enable WMGC to develop the Full Business Case and maintain delivery momentum in support of local and regional priorities.

3. Strategic Aims and Objectives

- 3.1. The Global WM programme will enable WMGC, in partnership with the WMCA, Local Authorities and other partners to:
- Maximise the conversion of the pipeline of investment and events leads generated from the Commonwealth Games Business and Tourism Programme (BATP), thereby fully exploiting the economic legacy of the Games; and
 - Run a full programme of international promotion in key markets identified in the West Midlands' forthcoming International Strategy to increase the region's profile and reputation, resulting in the further growth of the current pipeline. This would also help to maximise the economic impact of other major sporting and cultural events that take place in the region.
- 3.2. The Programme is built on the following strategic objectives which have been developed through engagement with partners:
1. Enhance the profile and reputation of the region
 2. Create and sustain good jobs for local people
 3. Facilitate the regeneration of the built environment
 4. Create and sustain vibrant destinations
- 3.3. WMGC will support the delivery of these objectives through its key functions, namely: inward investment, capital attraction, visitor economy, major events attraction and strategic relationship management.
- 3.4. Economic modelling indicates that the following outcomes will be achieved through the full delivery of the programme, above the baseline:
- 117 additional inward investment projects, creating and safeguarding 5,148 jobs
 - 12 additional sporting events attracted
 - 11 additional business conferences and events
 - 2 additional capital investment projects
 - 2 million visitors, spending £200m and supporting 2,000 jobs in the region's visitor economy.
- 3.5. Target intervention rates include a cost per inward investment project of £107,819; cost per job created/safeguarded by inward investment of £2,450; and a GVA uplift per £ of £5.26. Further information is available at Appendix A.
- 3.6. Further work will be undertaken as part of the development of the Full Business Case to develop a full suite of leading and lagging indicators that will measure impact of the Global WM programme across the region and in individual Local Authority areas. Progress against these will be reported on a quarterly basis to the WMCA, individual Local Authorities and through the Economic Growth Board.
- 3.7. The Global WM programme will support the delivery of the Plan for Growth by securing investment in priority clusters. Given FDI firms tend to be significantly more productive than domestic firms, landing more investment will be critical if the region is to bridge the £3.9bn productivity gap with London by 2030. It will also support the region's wider economic inclusion and "levelling up" ambitions by enabling the creation of good jobs for local people in priority clusters and in the tourism, leisure & hospitality sectors. The Programme will also be full aligned with the ambitions of the West Midlands Tourism Strategy.
- 3.8. WMGC is currently working closely with local authorities and the WMCA to identify their economic development priorities, and to scope the Global WM programme around them. This will ensure

that the programme aligns with WMCA's objective to promote inclusive economic growth in every corner of the region. This will be further addressed by allocating £0.1m to each of the seven Metropolitan authorities to address the objectives set out at paragraph 3.2.

3.9. The capital attraction element of Global WM will also align with the region's objective to connect communities by delivering transport and unlocking housing and regeneration schemes. The WMGC is working closely with WMCA and Local Authority officers to ensure that activity is fully aligned with existing regional and local plans, that the WMGC adds value to existing work and that there is no duplication of effort across partners.

3.10. The Programme is also aligned with national Government policy, including Departmental plans, such as the Department for Business & Trade's Delivery Plan, which seeks to "build back better by bringing the benefits of free and fair trade to people across the UK and the world... through attracting inward investment" and the Department for Digital, Culture, Media and Sport's Delivery Plan which seeks to attract new domestic and overseas visitors, support the attraction of key business conferences and sporting events and help the tourism sector recover existing and attract new audiences.

3.11. In addition, the West Midlands Deeper Devolution Deal set out that the WMGC will form a deeper, more strategic partnership with the Department for Business & Trade; and will enable the formation of a second national pilot Destination Development Partnership upon securing this funding. This includes co-developing a West Midlands International Strategy with the region and facilitating the continued relocation of civil and public service roles to the West Midlands, and the establishment of a West Midlands Fast Stream Pilot to develop a pipeline of civil servant talent and skills. DBT also pledged to support WMGC in their bid for an extension of the business and tourism programme to secure more trade and investment to the region and the rest of the UK.

4. Financial Implications

4.1. The SOC is seeking approval of £2.5m from the Legacy Enhancement Fund, of which:

- £1.8m is to develop the Full Business Case and begin delivery of the local and regional priorities in the Programme ahead of FBC approval (i.e. to support activity to end September 2023). This is in addition to the £4m which has already been approved of which £2m will be drawn down over the first two quarters of 2023/24 to fund delivery activity; and
- £0.7m to be granted to Local Authorities (£0.1m each) to enable capacity building in economic development activity aligned with the objectives of the Global WM Programme. See Appendix D for more information.

4.2. The £2.5m is part of the £14.1m WMCA Board agreed in March 2023 to be allocated from the Legacy Enhancement Fund to the Global West Midlands Programme.

- £13.4m of this would be for activity undertaken by WMGC,
- £0.7m allocated directly to the seven LAs to increase capacity to respond to Global West Midlands activity

4.3. For greater context the £14.1m Legacy Enhancement Fund is part of a total budget over the next two years of £22.5m. Of this WMGC will deliver £21.8m (£10.15m for 23/24 and £11.65m for 24/25), plus £0.7m funding from WMCA to Local Authorities.

4.4. Currently £7.8m of the £22.5m is secured which is split:

- £4m of funding for WMGC in 23/24, previously agreed by the Investment Board and WMCA Board in December 2022; and

- £3.8m of commercial and other funding leveraged by the WMGC.
- 4.5. This leaves £14.7m of unsecured funding once the £4m for 24/25 is included. Of which £2.5m is part of this SOC, leaving the remaining £12.2m to be included in the FBC in September 2022. As table 9a shows in the SOC this will include £0.7m of WMCA core funding and £1.6m of UKSPF for 24/25 as well as the remaining Legacy Enhancement Fund.
 - 4.6. The £3.8m commercial income is made up of the B ATP Sponsorship Commission, Convention Bureau commission, the WMGC's Partners West Midland Programme and other small projects. The B ATP Sponsorship Commission has been fully received so is fully secured and makes up over 50% of the total over the next two years. All other income is based on high volume but low value transactions, therefore failure to realise the total would require a significant number of commercial partners to withdraw from the programme which is considered highly unlikely. WMGC is in the process of recruiting a new Head of Commercial Partnerships, whose responsibility will be secure this income and to further develop and grow it.
 - 4.7. A detailed breakdown of the funding asks is shown as Appendix B.
 - 4.8. This funding will enable WMGC, in partnership with the WMCA, Local Authorities and other partners, to develop a Full Business Case, pre-dominantly through in-house resource but with some external support. It will also enable the WMGC to begin delivery of the Global WM Programme ahead of Investment Board consideration of the Full Business Case in September. This is important to enable WMGC to continue to maintain the momentum built up through the B ATP and to have the greatest chance of landing leads and opportunities on the pipeline.
 - 4.9. It is also critical if WMGC is to start to deliver against priorities set out by the WMCA and Local Authorities. These will be set out within the WMGC's Business Plan which will be considered by the Economic Growth Board in July. Activity will be aligned with this Plan and any funding released through the SOC process will be used to support this. Further information is available as Appendix C.
 - 4.10. Aligned to this, releasing the capacity building funding at this stage to Local Authorities will enable them to start to utilise this resource to support the aims of the Global WM programme in their areas. This funding will be granted from the WMCA to each of the Local Authorities upon agreement to high-level objectives for what it is to be utilised for and the anticipated impact. Further information is available at Appendix D.
 - 4.11. The Full Business Case will propose that the balance of funding is drawn from WMCA's Core Fund, UK Shared Prosperity Fund and Legacy Enhancement Fund.
 - 4.12. Funding will be provided to WMGC under an SLA and Local Authorities under a back-to-back grant agreement that will mirror the terms and conditions within WMCA's accountable body agreement from DCMS, ensuring all risks are transferred to the delivery partners. Please note both agreements are still to be finalised.

5. Legal Implications

- 5.1. WMGC is wholly owned by WMCA and its constituent authorities. As such, it benefits from the "Teckal exemption" and its services can be procured directly by its company members.
- 5.2. WMGC is required by law to submit statutory accounts and financial statements no later than 31 December every calendar year. As part of the preparation of statutory accounts and financial

statements, WMCA secures the services of third-party auditors (currently Dains LLP) who consider whether the control and functional tests have been met.

5.3. There are no new legal implications for WMCA resulting from this report. WMCA has a general power of competence in relation to economic development and has the necessary legal powers to invest in WMGC. The implications of individual grant allocations in particular in relation to the Subsidy Control Act 2023 will need to be assessed at the time the grant submission is made.

6. Single Assurance Framework Implications

6.1. This Strategic Outline Case (SOC) has been appraised by the PAA team and is SAF compliant.

6.2. Based on review by appraisal this case is recommended for approval. Please refer to the Risk and Investment report for the full recommendation and caveats.

6.3. As above, it is proposed that the funding sought in this SOC is allocated from the Legacy Enhancement Fund.

7. Equalities Implications

7.1. There are no equalities implications arising from this report.

8. Inclusive Growth Implications

8.1. The focus of WMGC's future activity will support the delivery of the region's inclusive growth ambitions. For example, WMGC's inward investment activity will create new employment opportunities for local people across the region – both directly and indirectly through supply chains; capital investment activity will focus will be on new, brownfield development and the refurbishment and repurposing of existing assets in line with local priorities. Ultimately, this work will improve the living conditions of local residents, drive economic uplift through new investment and champion a more sustainable future landscape for the region; and activity to promote the West Midlands visitor economy domestically and globally, drive visitor footfall across local authority areas, sustaining local businesses, materially improving perceptions of these destinations, promoting cultural and social wellbeing and fostering the civic pride of citizens. It will target major events, conferences and sporting federations which will deliver social and economic benefits to businesses and residents and support the region's sporting, cultural, events and hospitality supply chain.

9. Geographical Area of Report's Implications

9.1. WMGC has historically served the three-Local Enterprise Partnership (LEP) area albeit with a focus on the seven Mets. Following the integration of specific LEP functions into the WMCA, and as agreed as part of the Review of WMGC, the future geographical focus of activity will be subject to further discussions with WMCA and local authorities.

10. Other Implications

10.1. None.

11. Schedule of Background Papers

Appendix A – target intervention rates

Appendix B – detailed funding breakdown

Appendix C – Proposed breakdown of development costs vs delivery costs

Appendix D – Summary table of funding to be granted to local authorities

Appendix A – target intervention rates

Background

For the preferred way forward within the Global West Midlands Strategic Outline Case (GWM SOC), which assumes access to similar levels of funding as in 2022-23 to deliver local and regional priorities, it is estimated that:

- The overall indicative net present social value (NPSV) will be £90 million based on a total budget of £21.8m for 2023-24 and 2024-25.
- The indicative benefit cost ratio (BCR) will be 4.1.

This note presents the results of an exercise to drill down further:

- By specific workstream (inward investment, capital attraction, business conferences and events (MICE), major sporting events (MSE).
- For the visitor economy (Key impacts such as visitors attracted and visitor spend are driven by a combination of our activities in the leisure tourism, MICE MSE workstreams).

The target intervention rates are based on:

- Impact targets for 2023-24 and 2024-25 as a whole by workstream from the SOC, which were reviewed and verified by Heads of Service/Workstream Leads.
- Indicative draft costs for planned activity for 2023-24 and 2024-25. It should be noted that, as more detailed planning is completed as part of the Full Business Case, these costs may be subject to change.

The underpinning methodology and assumptions are set out in the technical note at the end of the document.

Projects landed

If the target of landing 117 inward investment projects over the two year period is achieved, it is estimated that this will generate more than **£66 million worth of GVA for the region**, discounted for optimism bias (30%) and deadweight, leakage and displacement (45%). It is estimated that the **cost per project landed will be nearly £108,000, the cost per job created and safeguarded will be £2,450 and more than £5 worth of GVA per £ invested** will be generated.

If the target of attracting 2 capital investment projects is achieved, it is estimated that this will generate more than **£9 million worth of discounted GVA for the region**. At more than £1.5 million the cost per project is relatively high – but it should be borne in mind that, as well as generating **nearly £3 worth of GVA per £ invested**, the major real estate and infrastructure schemes the programme is seeking to attract are vital enablers for the attraction of inward investment, MICE and MSEs and visitors.

If the target of attracting 23 MICE and MSEs is achieved, it is estimated that just over **£5m of GVA** will be generated **for the region (representing £1.35 for every £ invested)**, through delegate spend. While on the surface it may seem that this rate of return is relatively low, it should be noted that these conferences and events generate substantial additional GVA in the wider visitor economy – as delegates and spectators spend additional time and money in the region. This is assessed in the next section.

	Inward investment	Capital attraction	MICE and MSE
Target for projects landed	117	2	23
Jobs created and safeguarded	5,148		
Estimated GVA generated	£265,502,718	£36,308,064	£20,217,000
minus 30% optimism bias	£79,650,815	£10,892,419	£6,065,100
minus 45% deadweight, leakage and displacement	£119,476,223	£16,338,629	£9,097,650
Discounted GVA	£66,375,680	£9,077,016	£5,054,250
Estimated budget	£12,614,820	£3,134,053	£3,744,427
Target intervention rate			
Cost per job created and safeguarded	£2,450		
Discounted cost per project landed	£107,819	£1,567,027	£162,801
Discounted GVA generated per £	£5.26	£2.90	£1.35

Visitor economy impact

The GWM SOC target is to attract a total of 2 million visitors (including leisure visitors, delegates attending business conferences and spectators at sporting events spending additional time and money outside these events) to the region over the next two years. It is estimated that this will generate more than **£62 million worth of economic impact** (direct spend and knock-on benefits in the region's supply chain), discounted for optimism bias, deadweight, leakage and displacement.

This represents more than **£8 of economic impact for every £ invested**, with a **cost per visitor attracted of just over £12** and **cost per job supported of just over £12,000**.

SOC targets	
Visitors attracted	2,000,000
Discounted for optimism bias, deadweight, leakage and displacement (75%)	620,000
Economic impact of visitors attracted	£200,000,000
Discounted for optimism bias, deadweight, leakage and displacement (75%)	£62,000,000
Jobs supported by visitors attracted	2,000
Discounted for optimism bias, deadweight, leakage and displacement (75%)	500
Estimated budget	£6,051,127
Target intervention rate	
Discounted cost per visitor attracted	£12.36
Discounted cost per job supported	£12,102
Discounted Economic impact per £	£8.09

Technical Note

1. Target figures for projects landed are for the two-year period of the programme (2023-24 and 2024-25).
2. Estimates of GVA impact are calculated as follows:
 - For investment – average GVA generated per project, based on latest ONS labour productivity data for the programmes key priority sectors.
 - For MICE and sporting events – average GVA generated per landed event based on ratios created through our own research study commissioned through the BATP. These ratios take account of likely delegate numbers, event duration and likely overnight stays in the region (reflecting the expected number of out-of-region and overseas delegates).
3. Budget figures for each workstream are the best estimate at the time the SOC was submitted. They will be refined as the Full Business Case is developed.
4. Figures for visitor economy impact (visitors attracted, economic impact and jobs supported) are for the 2023 and 2024 calendar years and are based on:
 - A 'counterfactual' forecast (i.e. expected overall impact over the programme period) based on WMGC's STEAM tourism economic impact model (this is a bottom up model underpinned by local tourism data such as accommodation capacity and occupancy rates, visitor footfall and spend per head) which was developed to address problems with the availability and robustness of official data and forecasts).
 - Estimates of the proportion of this impact which can be attributed to the Global West Midlands Programme, based on analysis from WMGC's regional visitor survey in relation to the proportion attributed to the BATP in 2022.
5. For all of these impacts discounts have been applied to take account of:
 - Optimism bias – to ensure that any currently unexpected adverse geopolitical or economic developments (e.g. a major health crisis akin to Covid-19) are allowed for. In line with HM Government Green Book Supplementary Guidance, an optimism bias discount of 30% has been applied.
 - Allowance for potential deadweight, displacement, and leakage. Based on WMGC-commissioned research for MICE and sporting events, and DBT research studies for investment, a further discount of 45% has been applied.

Appendix B – detailed breakdown of funding

The total £22.5m over two years is summarised below, of which £14.1m relates to the Legacy Enhancement Fund, including the £2.5m for approval as part of the SOC. This table has been added to the SOC in section 4.1, table 9b.

	23/24	24/25	Total for 2 years
	£'000	£'000	£'000
WMCA Core Budget	700	700	1,400
UKSPF	1,600	1,600	3,200
CWGLEF	1,700	1,700	3,400
Total regional funding approved through the SAF process (only funding for 23/24 has been formally approved to date, although provision has been made from each funding strand for two years)	4,000	4,000	8,000
Commercial and other funding	1,900	1,900	3,800
Total WMGC budget without any additional CWGLEF	5,900	5,900	11,800*
Additional ask through CWGLEF	4,600	6,100	10,700
Total budget if additional CWGLEF Funding is secured	10,500	12,000	22,500
Total CWGLEF ask including amount already approved	6,300	7,800	14,100

**note, the £11.8m includes £4m for 24/25, which is not yet approved*

Appendix C – proposed breakdown of development costs vs delivery costs

Development of SOC to FBC	£
Staff costs	128,000
Consultancy support	50,000
Sub-total	178,000
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Delivery	
Staff costs	1,720,195
Third party spend	1,307,662
Overheads	594,143
Sub-total	3,622,000
<hr/>	
Total	3,800,000
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Appendix D – summary table of funding to be granted to local authorities

Local authority	Funding sought (up to £100k)	How funding will be utilised	Alignment with Global West Midlands' strategic objectives
Birmingham	£100k	<p>The funding will be utilized under three core headlines:</p> <ol style="list-style-type: none"> <li data-bbox="987 236 1592 323">1. Chicago 30th Sister City Anniversary – leveraging soft power and international relationships for investment gains (2023-24) Deliverables: To include the organization and delivery of outbound and inward bound trade and investment missions. Outbound funding will be used for travel, accommodation and subsistence including support associated activity in Chicago. In-bound mission will be primarily focused on coordinated events with local strategic partners in Birmingham. <li data-bbox="987 571 1592 847">2. Completion of Birmingham International Strategy (2023 – 24) Deliverables: Some funding will be utilized to invest in research and comparative analysis on priority geographical and sectoral opportunities unique to Birmingham's key opportunities and strengths to prioritise global engagement opportunities. This will also seek alignment with WM International Strategy <li data-bbox="987 850 1592 1430">3. International Strategy implementation (2023 – 25) Deliverables: To include activities under key objectives outlined in the International Strategy. It will require financial investment to implement activities including: <ul style="list-style-type: none"> <li data-bbox="1032 1034 1592 1217">- Business, trade and Investment cooperation with key cities, including formal partner/sister cities such as Chicago or Leipzig and emerging new strategic city partnerships such as, but not exclusive to, places like Dallas, Ulsan South Korea. <li data-bbox="1032 1220 1592 1430">- Development of new strategic partnerships. In addition to existing formal relationships as well as partnerships and networks where Birmingham is active, we will explore other emerging strategic partnerships under new territorial frameworks such as CPTPP, ASEAN etc. This could include cities 	<p>Individually and collectively they are geared to raising the profile and reputation of Bham on a global stage whilst leveraging tangible outcomes leading to growth, jobs and investment. Our ambitions to compete on a global stage requires a combination of trade, investment, innovation and knowledge exchange to lift the city into competing with the world's 'best in class' liveable and investable cities.</p>

		<p>in places such as Canada, Australia, Vietnam, Mexico etc.</p> <ul style="list-style-type: none"> - International benchmarking commissioned research will seek to identify best practice from key global cities in order to accelerate Birmingham's growth and global ambitions - CWG legacy activities, supporting key BATP and bi-lateral opportunities enabled through hosting the games. - Major events, conferences and delegations. To include the facilitation of fringe and associated meetings and events linked to key anchor events in the city including sporting and cultural events. The funding could also facilitate engagement, participation in key externally hosted events where Bham participation can promote the city and lever opportunities. <p>For the purposes of this pro-forma, this activity would be undertaken over both 2023/24 and 2024/25 but the expected duration of activity under a new International Strategy would continue beyond these timeframes.</p>	
Coventry	£100k	<p>A. Development and marketing of key investment opportunities (£30k, across both years)</p> <p>B. Presence/activity (shows / inbound / outbound delegations) relating to major national and international investment opportunities (£35k, across both years)</p> <p>C. Elevating the pitch for public sector relocation to Coventry (£20k, across both years)</p> <p>D. Additional resource and capacity in the team to support inward investment activity as above (£15k, across both years)</p>	<p>A. 3. Facilitate the regeneration of the built environment.</p> <p>B. 1. Enhance the profile & reputation of the region</p> <p>C. 2. Create and sustain vibrant destinations</p> <p>D. 1,2&3</p>
Dudley	£100k	Funding will be used to support interventions resulting from the Dudley Regeneration Strategy which has	Enhance the profile & reputation of the region

		<p>recently been commissioned in May 2023 and is due to be completed by end of October 2023</p> <p>Example activity may include;</p> <ul style="list-style-type: none"> • Feasibility studies for specific sites/schemes • Development of investment propositions for specific sites/schemes • Development of inclusive growth approaches to key regeneration projects, ensuring skills, employment and supply chain opportunities are maximised for local residents and businesses. • Feasibility studies for cultural/town centre-led regeneration activity 	<p>Create & sustain good jobs for local people</p> <p>Facilitate the regeneration of the built environment</p> <p>Create & sustain vibrant destinations</p>
Sandwell	£100k	<p>The £100k funding will be utilised in financial year 24/24 to provide financial support to the local secondary priorities as outlined to the WMGC. The local secondary priorities identified to be supported by the £100k funding are those which are linked to Sandwell's Inward Investment priorities within the Economic Plan.</p> <p>The activities will cover the following - support inward investment activity; feasibility studies for specific sites / schemes; support in-bound and/or outbound delegations; support Strategic Relationship Management activity.</p>	<p>Enhance the profile and reputation of the region - Attract, host & attend strategic priority conferences & events. Assistance with promotional business events, focussing upon specific venues or development sites. Begin hosting Sandwell based events for stakeholders to attract interest in Sandwell's investment offer.</p> <p>Create good jobs for local people</p> <ul style="list-style-type: none"> • Attract high growth firms through sector leads working more closely with our key strategic businesses in high growth sectors, developing an understanding of these local growth sectors more and assist these companies. For 5 key growth sectors (at least 5 key strategic businesses in each sector) to be engaged with locally and intelligence developed. • Facilitate the development of primary P4G clusters by developing an understanding of the supply chains of the five

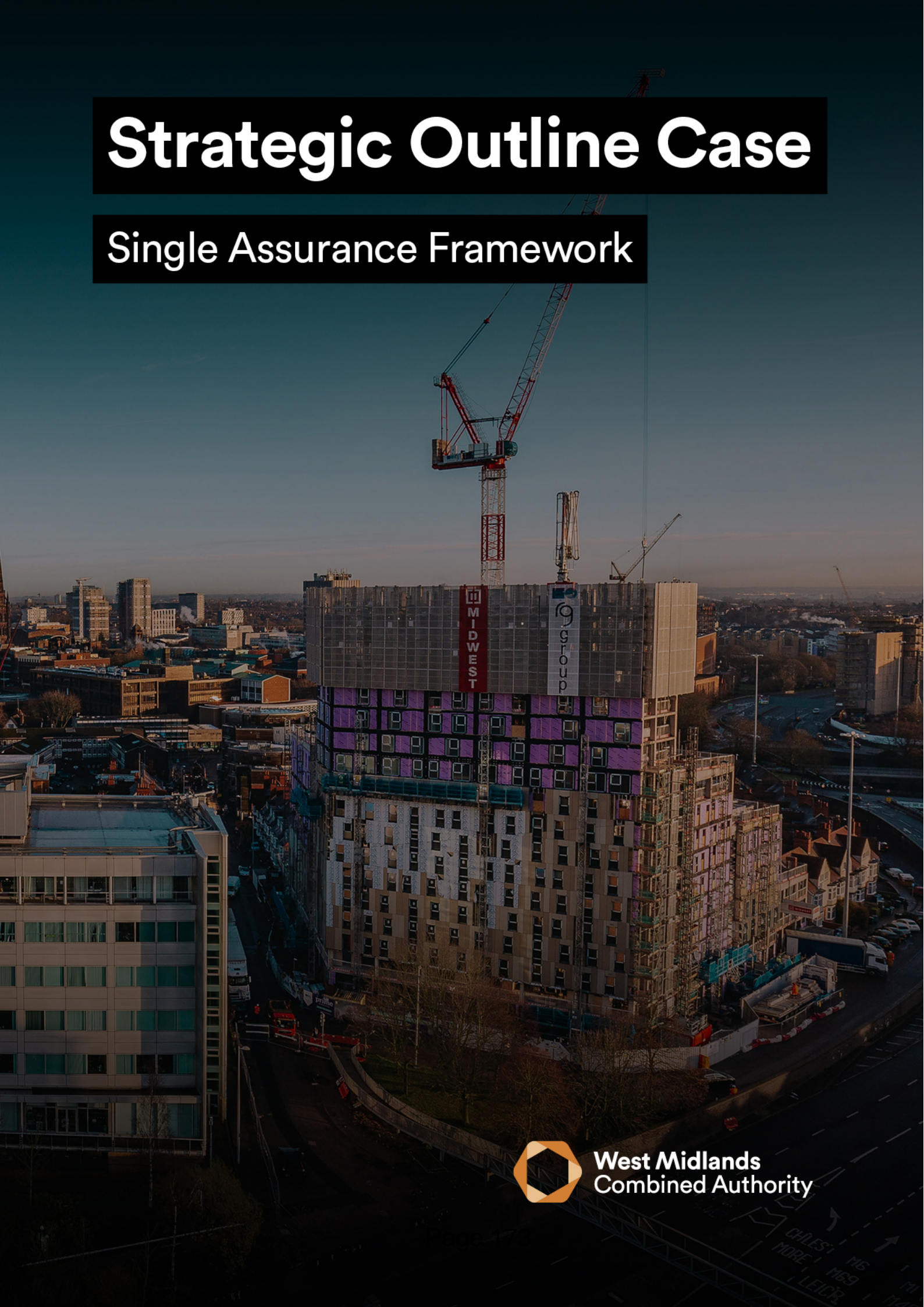
			<p>key growth sectors in the borough. Map the supply chain clusters in Sandwell</p> <ul style="list-style-type: none"> Health (life sciences) cluster proposal, support health science economy around Midlands Metropolitan University Hospital. Engage with academic institutions, key businesses in sectors, landowners/developers etc. Supporting Sandwell Council on the theme of Life Sciences and the development of the health and social care economy in Smethwick.
Solihull	£100k	<p>Recruit 1X FTE (split across both years) to support deliver of investment elements within Solihull's Economic Strategy, supporting:</p> <ul style="list-style-type: none"> Sector development – creative, e-sports, digital, future mobility, health – developing inward investment proposition/narrative and linking to relevant areas of support Innovation development – supporting growth sectors and clusters, linking to Connected Place Catapult and higher education/research institutions Workplace Strategy – providing the evidence base and policy to support demands of future investment and occupiers – to inform new development (town centre Eastgate/Westgate/Mell Square, business parks) Support for Internationalisation Strategy and relevant associated activities (trade missions, delegations etc) Support Strategic Relationship Management – interface with WMGC and intelligence reporting 	<p>1. Enhance the profile & reputation of the region</p> <ul style="list-style-type: none"> Develop and promote investable propositions – Workplace Strategy, sector development and innovation development – supporting inward investment Internationalisation Strategy and activities – supporting inward investment and trade <p>2. Create good jobs for local people</p> <ul style="list-style-type: none"> Enable the identification and delivery of innovation-led “gearshift” projects – Innovation development Facilitate the development of P4G priority clusters – Innovation cluster development <p>3. Facilitate the regeneration of the built environment</p> <ul style="list-style-type: none"> Town Centre Regeneration – Workplace Strategy – attract

		<ul style="list-style-type: none"> Contact for Regional Champions Programme <p>Could also include funding to support commissioning of specific research and intelligence to inform Workplace Strategy and cluster development opportunities.</p>	occupiers for town centre development
Walsall	£100k	<ul style="list-style-type: none"> Walsall Leather Museum (£25k) – support for a post and proof of concept/feasibility/business case work on the possibility of widening and adapting the scope for the Walsall Leather Museum, also its location, to ensure its success in the future and synergies with a wider West Midlands offer Inward Investment (£25k) - how Walsall can be clear about the offer about the target sectors linked to the work we have identified with you around sector analysis, and possible links with higher education establishments around the R&D offer to support this (and our key employment sites SPARK, Iron Park, Bentley Lane etc) linking centrally to the emerging Levelling Up Zone activity and focus from DHLUC for the Walsall Growth Corridor. Will also link heavily with a number of the priority workstreams we have identified with the Growth Co. Generate a coherent and compelling 'Invest Walsall' pitch to the investor and developer market to support attracting investment emerging residential, employment and commercial schemes which will compliment / supplement the ongoing activity around Walsall 2040 and changing perceptions and profile of the Borough (£25k) Town Centre Civic Hub (£25k) – jobs, skills, employment, wellbeing, centre startup and management – Funding contribution for feasibility and business case/design for a civic/community hub in the town centre to drive public health and wellbeing, civic pride and activity, town centre repurposing and regeneration 	<p>Enhance the profile & reputation of the region</p> <p>Create & sustain good jobs for local people</p> <p>Facilitate the regeneration of the built environment</p> <p>Create & sustain vibrant destinations</p>

Wolverhampton	£100k	<p>Recruit 1 x FTE Assistant Marketing and Events Officer – circa £50k (18 months – September 2023 to March 2025).</p> <p>Commission research to prepare an Options Appraisal for a new Destination Management Organisation (DMO) for the city and how this will link into the Local Visitor Economy Partnership model at a regional level. Cost circa £25k.</p> <p>Recruit or commission additional resource capacity to utilise the research and options appraisal and establish the DMO for the city. Cost circa £25k.</p>	Enhance the profile & reputation of the region

Strategic Outline Case

Single Assurance Framework



West Midlands
Combined Authority

The **Strategic Outline Case (SOC)** is the scoping stage, its purpose is to:

- Confirm the strategic context of the proposal and make a robust case for change and
- provide stakeholders with an early indication of the Preferred Way Forward (PWF) having undertaken a SWOT analysis of a wide range of available options together with indicative costs.

It is a requirement that all SOC's submitted to the West Midlands Combined Authority (WMCA) for public funds must:

- Outline the initial case for change. This must be completed in full but may be revised at later stages of the business case development,
- complete a long list of alternative options with a recommended short-list for further examination at the OBC stage,
- address the fundamentals of any potential procurement and deal within the Commercial Case,
- discuss the likely affordability of the proposed project within the Financial Case,
- and outline how the project will be set up and managed within the Management Case.

To support better spending, investment decisions and better procurement, this **Strategic Outline Case** should be written using **WMCA guidance**. In addition, it is a requirement that all proposals for public funds submitted to **WMCA** are guided and based around the **HM Treasury's Green Book** and supporting information can be found [here](#).

PROJECT DETAIL			
Project Name:	CWG Legacy – Trade, Business, Tourism and Investment (Global West Midlands)		
Directorate (if WMCA internal):			
Organisation (if WMCA external):	West Midlands Growth Company		
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?	WMGC Leadership Team approved the case on 20 th April 2023		
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Katie Trout		
WMCA Executive Director:	Julie Nugent		
Finance Lead:	Phil Cole		
Legal Representative:	Debbie Dimock		
Procurement Lead:	Dafydd Church		
Other (i.e. HR / Health & Safety):			
VERSION CONTROL			
Version:	0.3	Date:	
SOC Prepared by:	Katie Trout	Job Title:	Director of Policy &

			Partnerships
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EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES (MAX 500 WORDS):

- A BRIEF PROJECT DESCRIPTION AND WHY IT IS NECESSARY
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

The West Midlands Growth Company's (WMGC) role is to support with delivery of the West Midlands Combined Authority's (WMCA) regional economic strategies, including the Plan for Growth, and the delivery of the ambitions of local places. Its primary purpose is to attract investment, jobs, visitors and businesses to the West Midlands, working in partnership with the public, private and academic sectors. WMGC Ltd is a Company Limited by Guarantee which is wholly owned by the WMCA and the seven Metropolitan Local Authorities (LAs).

A review commissioned by the Economic Growth Board (EGB) of WMGC's functions, funding and governance has recently been concluded, with the findings approved by the WMCA Board on 17th March 2023. The outcome set out that WMGC should remain as the region's investment promotion and destination management organisation and should provide the following functions: business, capital and visitor attraction; attraction of major business and sporting events and conferences; and strategic relationship management. The WMCA Board also agreed that WMGC's overall budget should be maintained at its current level of around £12m per annum and it should be focused on delivering regional and local priorities, which together, form the *Global West Midlands Programme*.

To support this, in addition to the £7.8m funding previously secured, the WMCA Board agreed that a total of £14.1m should be allocated from the Commonwealth Games Legacy Enhancement Fund (CWGLEF) for the delivery of the *Global West Midlands Programme*.

- £13.4m of this would be for activity undertaken by WMGC,
- £0.7m allocated directly to the seven LAs to increase capacity to respond to Global West Midlands activity.

This Strategic Outline Case (SOC) covers the total budget over the next two years of £22.5m. Of this WMGC will deliver £21.8m (£10.15m for 23/24 and £11.65m for 24/25), plus £0.7m funding from WMCA to Local Authorities.

It incorporates £7.8m of funding previously secured which is split:

- £4m of funding for WMGC in 23/24, previously agreed by the Investment Board and WMCA Board in December 2022; and
- £3.8m of commercial and other funding leveraged by the WMGC.

Of this total budget, the SOC is **seeking approval of £2.5m**, of which:

- £1.8m is to develop the full business case (FBC) and begin early delivery of the local and regional priorities in the Programme ahead of FBC approval; and
- £0.7m to be granted to LAs (£0.1m each) to enable capacity building in economic development activity.

This funding will enable WMGC, in partnership with the WMCA, LAs and other partners, to develop a FBC that will set out how WMGC will:

- Maximise the conversion of the pipeline of leads generated from the Commonwealth Games Business and Tourism Programme (BATP), thereby fully exploiting the economic legacy of the Games; and
- Run a full programme of international promotion in key markets identified in the West Midlands' forthcoming International Strategy to increase the region's profile and reputation, resulting in the further growth of the current pipeline. This would also help to maximise the economic impact of other major sporting and cultural events that take place in the region.

It is forecast that over two years the programme will deliver a range of tangible benefits to the region, including: 117 inward investment projects; two capital projects; 12 major sporting events, 11 major business conferences & events and an additional 2 million visitors spending £200m. Taken together, this activity will generate £290m of GVA for the region.

Discussions are ongoing with the WMCA and LAs to agree specific priorities for WMGC's focus. The final scope of WMGC activity and the metrics by which performance will be monitored will be set out in WMGC's Business Plan, which will be considered for approval by the EGB in July 2023. Funding released through the SOC will support the delivery of the early phases of this Business Plan ahead of FBC approval.

FINANCE SUMMARY

<i>Table 1</i>	
Finance Summary	SOC
Total Project Cost:	£22.5m
WMCA Funding Required:	£14.1m Due to WMGC £13.4m £5.95m year 1 – 23/24 £7.45m year 2 – 24/25 Due to Local Authorities £0.7m £0.35m year 1 – 23/24 £0.35m year 2 – 24/25
WMCA Funding Source:	CWG Legacy Enhancement Fund
Funds Secured:	£7.8m*
Funds Not Secured:	£14.7m

*The £7.8m does not include £4m for 24/25, as this is not yet approved

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 STRATEGY AND POLICY ALIGNMENT

Briefly explain how the project supports the existing policies and strategies of the organisation and other programmes and projects within the strategic portfolio. In addition, comment on how Local, National, Regional Policy and other organisations' strategies are supports. Attach relevant documents, if applicable.

The Global West Midlands programme will support the delivery of the Plan for Growth by securing investment in priority clusters. Given FDI firms tend to be significantly more productive than domestic firms, landing more investment will be critical if the region is to bridge the £3.9bn productivity gap with London by 2030. It will also support the region's wider economic inclusion and "levelling up" ambitions by enabling the creation of good jobs for local people in priority clusters and in the tourism, leisure & hospitality sectors. The Programme will also be full aligned with the ambitions of the West Midlands Tourism Strategy.

Building on the Business and Tourism Programme (BATP), which leveraged the economic impact of the Birmingham Commonwealth Games 2022, the Global West Midlands Programme will seek to exploit the benefits from the "halo effect" of the Games, a brief moment where the profile and reputation of the region has been significantly enhanced and the interest of investors, event and conference organisers, and tourists is at its height; the proof of this is in the region's pipelines, with huge potential to grow them further in key markets. This programme will therefore enable the outcomes of the BATP to be maximised by having a string focus on converting this pipeline.

The Global West Midlands Programme fully aligns with the findings of the Review into the WMGC. This set out that the activity of the WMGC should be focused on local and regional priorities. The Programme is being built from the ground-up, to take account of current local and regional assets, opportunities and delivery priorities. The WMGC functions agreed by the WMCA Board will be used to meet the ambitions of the region and of local places.

The Programme is also aligned with national Government policy – the West Midlands Deeper Devolution Deal set out that the WMGC will form a deeper, more strategic partnership with the Department for Business & Trade; and will enable the formation a second national pilot Destination Development Partnership upon securing this funding.

It also aligns with specific Government Departmental Plans:

- The Department for Business & Trade's Delivery Plan (DIT as was) seeks to 'build back better by bringing the benefits of free and fair trade to people across the UK and the world' by:
 - Delivering economic growth to all nations and regions of the UK through attracting and retaining inward investment.
 - Supporting UK businesses to take full advantage of trade opportunities, providing additional financial support and expertise to potential exporters, regionally targeted education programmes and a £38m internationalisation fund to support SMEs.

The Global West Midlands Programme enables these outcomes by promoting the West Midlands' investment and exporting opportunities in key markets and thereby landing investment in the region.

- The Department for Culture, Media and Sport's Delivery Plan seeks to attract new domestic and overseas visitors, support the attraction of key MICE and sporting events and help the tourism sector recover existing and attract new audiences. VisitBritain's 5-year strategy seeks to:
 - Drive the dispersal of tourism value across Britain, working with destinations across the UK on a global marketing campaign.
 - Support venues and the wider MICE sector to win more international business events.
 - Support productivity optimisation by developing product that extends the season and length of stay for both domestic and international visitors.

The Global West Midlands Programme enables these outcomes by promoting the region's business and domestic tourism opportunities to audiences in key markets and attracting international events.

1.2 EXISTING ARRANGEMENTS

Provide a complete summary of the organisation's current service model referring to its Business as Usual (BAU) offer, this may also include elements of services provided within the organisation's external environment.

The WMGC was formed in 2017 to enable the delivery of the WMCA's Strategic Economic Plan and Local Industrial Strategy by attracting businesses (foreign and direct inward investment) and tourists. In 2020, it secured £21.3m of central Government funding – matched with £3.6m from the region – to deliver BAPF aimed at leveraging the Commonwealth Games by promoting the region as a destination for foreign and domestic direct investment, capital investment, tourism and events. BAPF reaches practical and financial completion in September 2023.

1.3 ORGANISATIONAL OVERVIEW

Provide a brief overview of the organisation(s) making the case for intervention and change.

The WMGC was formed in 2017 to enable the delivery of the WMCA's Strategic Economic Plan and Local Industrial Strategy. It was constituted as a "Teckal" company, meaning its company members (the WMCA and the seven Met LAs) can procure from it directly without going to market. As above, with the BAPF due to reach practical and financial completion in September 2023, the Economic Growth Board commissioned a Review of WMGC to consider its functions; governance; and funding. Phase 2 of the Review concluded with a report to the WMGC Board on 17th March 2023, concluding (inter alia) that WMGC would deliver:

- Inward investment
- Capital attraction
- Visitor economy

- Major events attraction
- Strategic relationship management

This is alongside existing back-office functions such as finance and HR, and cross-cutting functions such as project services, research, policy, marketing & communications.

However, the balance of these activities is subject to change as part of the ongoing work to develop the Global West Midlands programme around local and regional priorities.

It was also agreed that WMGC would be allocated £13.4m in total from the Commonwealth Games Legacy Enhancement Fund, subject to the approval of a full business case. Without this investment, there is a significant risk that the pipeline of investment and event leads generated by WMGC through the BATP would be lost to the West Midlands; and that the region would fail to capitalise on the enhanced profile and reputation of the region due to “halo effect” of the Commonwealth Games, and therefore the ability to generate new investment leads would also be diminished.

1.4 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Specify the spending objectives for the project. These should focus on the target outcomes for the intervention and be SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent). Desired outcomes include: improved economy, efficiency, effectiveness, replacement and compliance.

Note, all projects need to consider Inclusive Growth and its contribution to Net Zero.

Table 2

#	Strategic Objective	Baseline (Quantitative)	Target	Specific actions to achieve objective Campaigns and programmes	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Enhance the profile and reputation of the region by attracting 12 sporting events and 11 business conferences and meetings by 31 st March 2025	Major sporting events landed – 40 Major business conferences and meetings landed - 37	52 48	Delivery of multi-channel marketing and communications campaigns, promotion of strategically significant sites, investable proposition development, bidding for and supporting the delivery of international business and sporting events, establishment of new venues for major business and sporting events, identification of	Increased market interest (direct enquiries, unique web visitors, social media impressions), perceptions change (positive shift in awareness, sentiment and consideration of the region's offer), pipeline development (leads generated and converted into bids)	Promote inclusive economic growth in every corner of the region

SINGLE ASSURANCE FRAMEWORK

				academic leaders as conference ambassadors		
2.	Create good jobs for local people by landing 117 inward investment projects by 31 st March 2025	Inward investment projects landed – 322	439	<p>Generation of market intelligence and insights, marketing and communications campaign delivery, international sales mission delivery, curation of in-region event, workshops and familiarisation trips. Encouraging investors to consider taking space in new and retro-fitted buildings in line with their EDI strategies. Working closely with regional partners leading on key issues such as skills development, business support, R&D and innovation to ensure that the benefits of inward investment, such as job opportunities, supply chain opportunities and opportunities for technology transfer, are</p>	<p>Increased market interest (direct enquiries, unique web visitors, social media impressions), perceptions change (positive shift in awareness, sentiment and consideration of the region's offer), pipeline development (leads generated and converted into opportunities). Increased take up of low carbon real estate. Increases in sales, confidence, investment and recruitment among indigenous businesses across the region.</p>	Promote inclusive economic growth in every corner of the region

SINGLE ASSURANCE FRAMEWORK

				spread as widely as possible across the region.		
3.	Facilitate the regeneration of the built environment by landing 2 capital investment projects by 31 st March 2025	Capital investment projects landed - 6	8	Generation of market intelligence and insights, marketing and communications campaign delivery, promotion of strategically significant sites, investable proposition development, international sales mission delivery, curation of in-region events, workshops and familiarisation trips. Focusing on the attraction of investment in low carbon new builds and retro-fit projects.	Increased market interest (direct enquiries, unique web visitors, social media impressions), perceptions change (positive shift in awareness, sentiment and consideration of the region's offer), pipeline development (leads generated and converted into opportunities). Improved supply of low carbon new build and retrofit space.	Connect our communities by delivering transport and unlocking housing and regeneration schemes
4.	Create and sustain vibrant places by attracting 2m visitors, spending £200m and	Visitors attracted - 5m Spend from visitors attracted - £541m	7m £741m 7,400	Generation of market intelligence and insights, marketing and communications campaign delivery,	Increased market interest (direct enquiries, unique web visitors, social media impressions),	Promote inclusive economic growth in every corner of the region

SINGLE ASSURANCE FRAMEWORK

	<p>supporting 2,000 jobs in the region's visitor economy by 31st March 2025</p>	<p>Jobs supported in the region's tourism sector – 5,400</p>		<p>international sales mission delivery, curation of in-region events, attraction of new hotel development, maximising the impact of established, new and boutique attractions. Encouraging investors to look to develop new hotel accommodation and tourist attractions with strong net zero credentials. We will work collaboratively with local Destination Management Organisations (DMO) across the region to benchmark their sustainability performance against other destinations, devise a strategy to drive up performance, encourage collaboration and innovation, build capacity and increase knowledge within each DMO and promote their unique sustainability stories.</p>	<p>perceptions change (positive shift in awareness, sentiment and consideration of the region's offer), pipeline building (travel trade-ready 'bookable products' launched, forward bookings, hotel bookings). Improved supply of net zero hotel space and attractions. Improved sustainability performance across all of the region's local DMOs.</p>	
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Please note:

1. Baseline figures are based on estimates of the likely 'counterfactual', i.e. what would be achieved anyway without WMGC's intervention over the programme period. These estimates are based on historic analysis of WMGC involved and total impacts set out in the table below.

Headline impact	Total regional achievement	WMGC involved	% involved	% counterfactual	Source for analysis
MICE and sporting events landed	20	6	30%	70%	MICE economic impact model and WMGC CRM system for 2020 and 2021
Investment (number of projects)	824	299	36%	64%	DIT/WMGC data for 2017-2022
Leisure tourism:					
Visitor numbers (m)	2.76	1.02	37%	63%	Estimates based on WMGC STEAM economic impact model data for 2021 and 2022 WMGC regional visitor survey analysis
Visitor spend (£m)	273	101	37%	63%	
Jobs supported by tourism	2736	1012	37%	63%	

2. Target figures are for the two-year period of the programme (2023-24 and 2024-25) and reflect the total impact (i.e. (i) the counterfactual plus (ii) what WMGC will be directly responsible for delivering. This means the following:
 - a. For the target of 52 sporting events, WMGC will be directly responsible for landing 12
 - b. For the target of 48 major conferences and events, WMGC will be directly responsible for landing 11
 - c. For the target of 439 inward investment projects landed, WMGC will be directly responsible for 117
 - d. For the target of 8 capital investment projects landed, WMGC will be responsible for 2
 - e. For the target of 7m visitors attracted, WMGC will be responsible for attracting 2m

SINGLE ASSURANCE FRAMEWORK

- f. For the target of £741m of visitor spend, WMGC will be responsible for generating £200m spend
 - g. For the target of supporting 7,400 jobs in the tourism sector, WMGC will be responsible for 2000
3. For practical reasons, there can sometimes be a time-lag between landing an investment project, business or sporting event and the company arriving in the region or the event taking place. As a result, some of the stated investment projects or events may not be fully realised until after the end of the programme period.
 4. All target figures have been verified by Heads of Service/Workstream Leads.
 5. These target figures do not allow for any currently unexpected adverse geopolitical or economic developments (e.g. a major health crisis akin to Covid-19). The 'optimism bias' applicable to the figures, in line with HM Government Green Book Supplementary Guidance, is 24% (i.e. actual achievements could be up to 24% lower than the targets quoted in such an eventuality). However, the optimism bias has been applied to the NPSV and BCR figures for our shortlisted options in the options appraisal in table 7.
 6. In 2023-24 the majority of impacts (i.e. inward investment and capital investment projects, business conferences and sporting events and visitors attracted) will stem from conversion of the BATP pipeline of leads, opportunities and bids built up in 2020-21, 2021-22 and 2022-23.
 7. In 2024-25 collaborative work with local authorities to assemble and bring forward sites, create investable propositions, generate market interest and build a pipeline of leads and bids will increase. Progress will be measured via a framework of leading indicators.
 8. The benefits of this collaborative work are unlikely to show up in impact figures until 2024-25. Some benefits may not be realised until 2025-26 or 2026-27.
 9. Planned international marketing and promotional activity, which will start to build a new pipeline of leads and bids, will predominately happen in 2024-25.
 10. The £0.7m double-devolved funding for Local Authorities will be used to support the delivery of these objectives and targets.
 11. The capital investment targets are preliminary and subject to change based on on-going discussions between WMGC and WMCA on roles and responsibilities.

1.5 MAIN BENEFITS

Specify the main benefits associated with the achievements of the project's spending objectives by beneficiary. Distinguish benefits from outcomes.

Table 3

#	Benefit	Benefit Type	Beneficiary
1.	Inward investment projects landed	Wider benefits to UK society (e.g. households, individuals, businesses)	The region's Plan for Growth clusters, which will benefit from the influx of highly productive firms, creating new supply chain and technology transfer opportunities.
2.	GVA generated by investment projects	Wider benefits to UK society (e.g. households, individuals, businesses)	The region's Plan for Growth clusters, which will benefit from the influx of highly productive firms, creating new supply chain and technology transfer opportunities.
3.	Jobs created by investment projects	Wider benefits to UK society (e.g. households, individuals, businesses)	The region's workforce and pipeline of new graduates who will benefit from the creation of new well paid, highly skilled jobs.
4.	Capital investment projects landed	Wider benefits to UK society (e.g. households, individuals, businesses)	Inward investors and established businesses, which will benefit from access to new, better quality office, industrial and retail/leisure real estate and improved transport, digital and other infrastructure
5.	Visitors attracted	Wider benefits to UK society (e.g. households, individuals, businesses)	The region's tourism sector, notably restaurants, bars, attractions and arts and cultural venues will also benefit from additional business generated
6.	Spend of visitors attracted	Wider benefits to UK society (e.g. households, individuals, businesses)	The region's tourism sector, notably restaurants, bars, attractions and arts and cultural venues will also

			benefit from additional business generated
7.	Jobs supported by visitors attracted	Wider benefits to UK society (e.g. households, individuals, businesses)	The region's tourism sector, notably restaurants, bars, attractions and arts and cultural venues will also benefit from additional business generated
8.	Major sporting events landed	Wider benefits to UK society (e.g. households, individuals, businesses)	The region's sporting venues, including those developed for the Commonwealth Games
9.	Major business events landed	Wider benefits to UK society (e.g. households, individuals, businesses)	Conference venues, suppliers of products and services and its stock of hotels clustered around venues which specialise in this market
10.	Economic impact of events landed	Wider benefits to UK society (e.g. households, individuals, businesses)	Conference venues, suppliers of products and services and its stock of hotels clustered around venues which specialise in this market
11.	Boost to awareness, positive sentiment and consideration of the region among key audiences	Wider benefits to UK society (e.g. households, individuals, businesses)	Facilitates all of the above benefits
12.	Increase to LA capacity	Wider benefits to UK society (e.g. households, individuals, businesses)	Which would facilitate the above benefits in line with local priorities

1.6 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

This should be aligned with the project Risk Register appended to this SOC.



Strategic_Risk_Regi
ster_FBC.xlsx

Table 4

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
01	Funding for delivery is not secured, or significantly reduced, or not secured promptly, resulting in descoping of activity and reduction of outputs, resource reduction, and increased workloads	1	1	Green	Katie Trout	Though the WMCA Board has approved the CWG Legacy Funding, there is still further governance to adhere to and it will take until September 2023's Investment Board approval to secure full funding, hence some resources are sought at the SOC stage to enable delivery of the programme to commence.
02	Prolonged period of uncertainty (either political or economic) in the external environment reduces WMGC's ability to deliver outcomes	4	2	Amber	Katie Trout	Geopolitical uncertainty and turbulent global economic headwinds will necessitate an agile change management process between WMGC and WMCA

SINGLE ASSURANCE FRAMEWORK

03	Economic growth areas with high impact may change due to external influences, requiring a review of objectives and outputs	3	5	Red	Michelle Inkpen	Keep objectives under agreed review intervals and follow change request governance as required
04	Limited capacity at key partner organisations prevents WMGC from delivering objectives & key results	4	2	Amber	Katie Trout	£100k has been allocated to each LA to enable capacity-building; it remains to be seen whether this is sufficient. Release of this funding is sought through the SOC to enable capacity challenges to start to be immediately addressed.
05	There is a need to share data across a number of organisations across the region to ensure that we get the best outcome	4	2	Amber	Michelle Inkpen	Ensure that each project is communicated across all parties and that clear roles and responsibilities are agreed at the outset
06	There is a risk that with a large number of stakeholders the requests may be too great to ensure delivery across the board	4	3	Amber	Michelle Inkpen	Ensure that a clear plan of activities for the next 2 financial years is communicated alongside a prioritisation process to ensure that if any new requests are made, they are assessed before any decisions on acceptance are taken
07	There is a risk that cashflow will be hampered at WMGC if payments against invoices are not made by WMCA	3	1	Green	Pip Abercromby	A transparent and clear process based on BAMP should be agreed and adopted post Investment Board approval

1.7 CONSTRAINTS

Specify any constraints that have been placed on the project.

Through the WMGC Review, the WMCA Board agreed on 17th March 2023 that the preferred scenario for WMGC's future operating model should be "consolidation" i.e. maintain levels of funding at 2022/23 levels (c£12m per annum) and focus them on delivering local and regional priorities. This has informed the shape of this business case.

The total sought from the Legacy Enhancement Fund does not yield an average operating budget of £12m per annum during 2023 – 2025, because another key restraint has been the availability of the Legacy Enhancement Fund, which was heavily over-subscribed.

WMGC also understands that there is no ability to carry forward UKSPF funding, and that it must be used to deliver a prescribed set of outcomes as part of the region's framework.

In addition, through the WMGC Review, it was determined that WMGC will deliver the following key functions – which have informed this case accordingly:

- Inward investment
- Capital attraction
- Visitor attraction
- Meetings, Incentives, Conferences & Events (MICE)
- Strategic Relationship Management (SRM)

The above are underpinned by marketing & communications, policy, research & insight and back-office activities.

WMGC's ability to deliver outcomes is in part contingent on the material conditions in the region, e.g. suitable sites for investors, access to appropriately qualified labour, and access to markets. Furthermore, these conditions vary across the region; some areas have better conditions for inward investment, while others have a stronger proposition for visitors.

In addition, WMGC capacity at local authorities is varied – which constrains WMGC's ability to effectively "hand over" projects at key parts of their lifecycles. This will in part be address by the allocation of £0.7m (£0.1m each) to the seven Metropolitan authorities.

1.8 DEPENDENCIES

Specify any dependencies outside the scope of the project upon which the success of the project is dependent.

WMGC is currently undertaking an exercise to determine linkages and dependencies with key stakeholders, including WMCA, LAs, and universities. The intention is to identify the “inputs” required to enable WMGC to deliver agreed objectives and priorities. That work is ongoing and will be finalised as part of WMGC’s Business Plan for 2023 – 2025 (i.e. by June 2023).

In order to attract investment, tourism and events, WMGC is fundamentally dependent upon the following:

Create good jobs for local people	Facilitate the regeneration of the built environment	Create and sustain vibrant places	Enhance the profile and reputation of the region
<ul style="list-style-type: none"> • Available sites • Pool of appropriate skills and talent • Ease of access to markets • Available supply chains • Cost competitiveness of sites and labour • Global and domestic connectivity • Relevant R&D/innovation /tech transfer activity at universities • Availability of incentives such as soft landing space 	<ul style="list-style-type: none"> • Regional demographic trends (e.g. a young population driving up housing demand) • Regional business trends (e.g. FDI and UK relocations driving demand for real estate investment) • Regional political commitment (e.g. to new infrastructure development, the release of brownfield land, zero carbon policies, a responsive planning system) • National government backing (e.g. via Levelling Up funding or tax relief) 	<ul style="list-style-type: none"> • Global and domestic connectivity • In-region infrastructure: <ul style="list-style-type: none"> ○ Transport ○ Hotel and other overnight accommodation • Wider visitor appeal to include: <ul style="list-style-type: none"> ○ Attractions and experiences ○ Restaurants and bars ○ Shopping ○ Arts and culture ○ History and heritage 	<ul style="list-style-type: none"> • Range and quality of venues • Global and domestic connectivity • In-region infrastructure: <ul style="list-style-type: none"> ○ Transport ○ LA and academic support ○ Hotel accommodation • Wider delegate / visitor appeal to include: <ul style="list-style-type: none"> ○ Attractions and experiences ○ Restaurants and bars ○ Shopping ○ Arts and culture ○ History and heritage

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

List the critical success factors i.e. what must this project achieve to be successful?

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	<p>Deliver the Global West Midlands campaign within available funding envelope by 31st March 2025.</p> <p><i>The supplementary CSFs listed below are key drivers and enablers for this high level CSF.</i></p>	<p>By 2023:</p> <p>Enhance the profile and reputation of the region by attracting 12 sporting events and 11 business conferences and meetings</p> <p>Create good jobs for local people by landing 117 inward investment projects</p> <p>Facilitate the regeneration of the built environment by landing 2 capital investment projects</p> <p>Create and sustain vibrant places by attracting 2m visitors, spending £200m and supporting 2,000 jobs in the region's visitor economy</p>
2.	<p>Exploit key assets attractive to potential inward investors are in place such as available sites, a pool of appropriate skills and talent, a relevant supply chain, a supply of competitively priced real estate, a good transport infrastructure, relevant R&D/innovation/tech transfer facilities and incentives such as soft landing space.</p>	<p>Landing 117 inward investment projects by 31st March 2025.</p>
3.	<p>Achieve regional political commitment (e.g. to new infrastructure development, the release of brownfield land, zero carbon policies, a responsive planning system)</p>	<p>Landing 2 capital investment projects by 31st March 2025</p>
4.	<p>Secure national government backing (e.g. via Levelling Up funding or tax relief)</p>	<p>Landing 117 inward investment projects by 31st March 2025.</p> <p>Landing 2 capital investment projects by 31st March 2025</p>
5.	<p>Develop and improve the in-region infrastructure - transport, hotel and other overnight accommodation, range and quality of conference and sporting venues</p>	<p>Attracting 12 sporting events and 11 business conferences and meetings by 31st March 2025</p>

6.	Achieve wider visitor appeal by supporting the development of attractions and experiences, restaurants and bars, shopping, arts and culture, history and heritage	Attracting 2m visitors, spending £200m and supporting 2,000 jobs in the region's visitor economy by 31st March 2025
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2.2 LONG LISTED OPTIONS

Determine the long list options and undertake SWOT (strengths, weaknesses, opportunities, threats) analysis to complete the table below. All supporting evidence informing the long list together should be made available if requested for reference and/or Assurance and Appraisal purposes.

Information provided for the short-listed options should also feature below.

Optioneering was undertaken as part of the WMGC Review. Stakeholders were consulted on four headline scenarios:

1. **Dissolve** WMGC and either:
 - a. Leave functions to national Government and/or the market
 - b. Deliver functions through WMCA and local authorities
2. **Reduction**
 - a. Reduce WMGC's functions with a smaller budget
 - b. Maintain the same functions, but with a smaller budget
3. **Consolidate** its funding envelope at 2023/23 levels, with activity refocused on meeting local and regional priorities and responding to prevailing economic conditions
4. **Growth** – WMGC delivers additional functions, with a larger budget envelope

Table 6

#	Option Description	Advantages (Benefits)	Disadvantages (Disbenefits)	Does this option meet the Objectives and Critical Success Factors of this project? (Y/N)
1.a	Dissolve WMGC, leave functions to national	Negates the need for	The region would not have	N

	Government and/or the market	regional funding for WMGC	an inward investment promotion and facilitation agency, or a destination management organisation. It would lag behind domestic and international competitors, resulting in lost output.	
1.b	Dissolve WMGC, deliver functions through WMCA and local authorities	Negates the need for regional funding for WMGC	By and large, WMCA and local authorities lack the skills, capacity and systems to deliver activity of this type. Further, the market prefers a single point of contact for regional economies.	N
2.a	Reduce WMGC's functions with a smaller budget	Smaller regional contribution to WMGC required	WMGC would likely have to focus on one or two functional areas	N
2.b	Reduce WMGC's budget but deliver the same functions	Smaller regional contribution to WMGC required	WMGC likely to be spread too thinly to be anything other than a reactive service	N
3.	Consolidate WMGC's funding envelope at 2023/23 levels	Builds upon a proven delivery model and maintains key functions to realise the BATP pipeline and develop new leads	Significant regional contribution required	Y
4.	WMGC delivers additional functions, with a larger budget envelope	Economies of scale in delivering additional	Would exceed the available funding envelope	N

		economic development functions		
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2.3 SHORT LIST OF OPTIONS AND APPRAISAL

Describe the short list to be examined in further detail at the next business case stage. This should include a minimum of 3 to 5 options as listed below. Indicative Net Present Social Value, Net Present Social Cost and Benefit Cost Ratios should be provided for the proposed SOC short list.

Note, this information should align to the long listed options outlined in Section 2.4 of this SOC.

Option Label	Business as Usual (baseline)	Do-minimum Option	Preferred Way Forward (if not Do-Minimum)	More ambitious preferred way forward	Less ambitious preferred way forward
Description of Option	WMGC to continue delivery based on regional funding already secured, which delivers a significantly smaller budget than was available in 2022-23. As a result, delivery outputs will be at a much-reduced scale and some activity will not be delivered at all. Impact	Do nothing	Activity to deliver local and regional priorities at similar levels of funding to 2022-23	WMGC delivers additional functions (e.g. cluster development, wider economic development activity) for additional funding	Clear, regionally aligned activities supported by WMCA/LAs but at a lower funding level than 2022-3. Impact and NPSV will therefore be more modest.

	and NPSV will be exponentially lower than the preferred way forward.				
Indicative net present social value (NPSV)	NPSV £18m	0	NPSV £90m	NPSV £102m	NPSV £29m
Indicative relevant present value public sector cost	£5.9m	0	£21.8.5m	£26.1m	£8.025m
Indicative benefit cost ratio (BCR)	3.0	0	4.1	3.9	3.7

Please note:

These NSPV figures are based on:

(a) our estimates of gross economic impact, which in turn are calculated as follows:

- For investment – average GVA generated per project, based on latest ONS labour productivity data for the programmes key priority sectors
- For MICE and sporting events – average GVA generated per landed event based on ratios created through our own research study commissioned through the B ATP. These ratios take account of likely delegate numbers, event duration and likely overnight stays in the region (reflecting the expected number of out-of-region and overseas delegates).

(b) discounts to these gross figures to ensure that the BCR figures are realistic. These take account of:

- Optimism bias – to ensure that we allow for any currently unexpected adverse geopolitical or economic developments (e.g. a major health crisis akin to Covid-19). In line with HM Government Green Book Supplementary Guidance, we have applied an optimism bias discount of 24%.
- Allowance for potential deadweight, displacement, and leakage. Based on our own commissioned research for MICE and sporting events and DBT research studies for investment we have applied a further discount of 45%>

2.4 PREFERRED WAY FORWARD

Outline the recommended preferred way forward as identified in the options appraisal above (scope, solution, service delivery, implementation and funding) for the project.

The preferred way forward is to deliver the Global West Midlands campaign as detailed above. This is in line with the outcomes of the WMGC Review and the decision of the WMCA Board on 17th March 2023.

The £13.4m of Commonwealth Games Legacy Enhancement Funding when combined with regional funding already secured and commercial and other funding, will enable new programme of activity to be built from the ground up to take account of prevailing global economic headwinds and current local and regional assets, opportunities and delivery priorities.

As well as doubling down on pipeline conversion to fully maximise the economic legacy of the Games and the halo effect of the subsequent two years, this level of funding would allow WMGC to run a full programme of international promotion in key markets identified in the International Strategy. This would also help to maximise the economic impact of other major sporting and cultural events that take place in the region.

It will enable the delivery of the suite of functions endorsed by the WMCA Board, specifically:

- Business attraction - Investment promotion and investment facilitation – building the region’s investment propositions, actively selling them in key markets, and managing the pipeline of enquiries to turn leads into landings.
- Capital attraction - Working with local authorities to help shape and take investable opportunities to the right markets at the right times, in order to secure significant capital investment in infrastructure and regenerate communities.
- Visitor attraction - Working with travel trade to create bookable products, developing and delivering domestic and international marketing campaigns to promote the region as a visitor destination, and route development.
- Major business & sporting conferences and events - Raising the profile of the region as a destination to host world-class sporting, cultural and business events, and bidding to win high-priority events.

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

Although the Commercial Case is not expected to be matured at SOC stage, the nature of work should be identified to inform the next stage i.e., sound out the market and inform the procurement process in the next stage (OBC). With this in mind, please complete the questions listed below to support the Commercial Case:

3.1 OVERVIEW OF COMMERCIAL CASE IN SUPPORT OF PREFERRED OPTION

State the ability of the marketplace to provide the required goods or services and the attractiveness of this proposal to potential service providers. Also include detail on how the respective procurement and legal teams have been consulted with regards to the impact of subsidy control on the project (including HR/IT personnel implications).

WMGC is a “Teckal” company and is essentially being procured by WMCA to deliver the Global West Midlands campaign. WMGC follows public procurement guidelines and, as part of the programme, all procurements will continue to follow public procurement guidelines.

The programme is a continuation of work undertaken by WMGC for several years. The company is therefore confident that there are suppliers in the market who are able to provide all potential services.

If additional support or guidance on any procurement is needed, WMGC would contact the procurement team at WMCA for advice, as it has done previously. Where expertise is not sufficient within WMGC Ltd to review a specific procurement, either the private sector or other partners are utilised to support and take part in the full procurement process.

WMGC does not expect to give any subsidies to businesses as part of this funding. If there is any change in those circumstances, WMGC will speak directly to its Legal Advisors Anthony Collins who have an expert in this subject called Gayle Monk.

Procurements are likely to be multiple and bespoke, therefore a detailed programme of activities with a procurement pipeline will be developed once objectives and KPI's have been agreed. All procurements follow an internal governance process which is dependent on the value of the procurement and which ensures that value for money objectives are achieved.

This proposal includes £0.7m to be granted to local authorities to build economic development capacity. It is envisaged that £0.100m will be grant funded directly from WMCA to each constituent local authority; it will not be procured by WMGC.

WMGC will build the service stream requirements and outputs, based on the approved level of funding and agreed scope. The programme's logic model is appended to the business case. This shows how the projects and themes align to broad objectives and feed into more specific interventions led by different service streams, and then produce particular outcomes and impacts. The procurement pipeline will be created and aligned to the scope of works and required outputs, per budget line under each work stream. These types of procurements tend to be high volume and low value and not large packages of work.

This Proposal will enable the activity to commence by WMGC. To enable this to happen, plan and procurements will be undertaken. These procurements will take into account what is required to be delivered. As part of the process, capacity and capabilities will be determined and judged to ensure that the preferred suppliers WMGC contracts with are the correct ones.

As part of contract management WMGC will also monitor progress against deliverables and where required will intervene or look to terminate contracts.

As the programme of work does not have the same requirement for contracts as a capital programme (such as NEC3), risk apportionment tends to be low impact and, as shown during BATP, there is the ability through change management amend approaches to mitigate risk, therefore limiting impact.

All suppliers will be fully contracted for the period their services are required following standard public procurement guidelines.

WMGC does not use the same suppliers all the time due to the varied types of activity undertaken – WMGC therefore procures each supplier for each individual piece of work following public procurement guidelines. WMGC pays all suppliers under the Prompt Payment Code, within 30 days unless specifically agreed otherwise.

All contracts will be managed by both the workstream leads and the procurement team, following our Contract Management processes to ensure delivery in agreement with contract and quality required. Any issues will be raised through this process and dealt with accordingly.

Staff costs for employees make up approx. 50% of total costs and are paid monthly through WMGC's own payroll on the 21st of each month for that whole month.

The £0.7m due to the Local Authorities over the 2 years is to be double devolved and allocated and paid directly to the seven Local Authorities.

This section is not relevant to the FBC being put forward. Once funding has been approved, projects, timelines and associated spend profiles will be created. The spend will then be aligned to a procurement pipeline and through the procurement process relevant suppliers will be contracted. These contracts will be managed throughout their lifecycle.

Each funding allocation will be reviewed individually with regard to any implications under the Subsidy Control Act 2023.

3.2 OVERVIEW OF THE COMMERCIAL STRATEGY

References the organisations Commercial Strategy and how public value will be achieved through economics of scale.

As above, procurements are likely to be multiple and bespoke, therefore a detailed programme of activities with a procurement pipeline will be developed once objectives and KPI's have been agreed.

This proposal includes £0.7m to be granted to local authorities to build economic development capacity. It is envisaged that £0.100m will be grant funded directly from WMCA to each constituent local authority; it will not be procured by WMGC.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case.

4.1 CAPTIAL FUNDING AND REVENUE FUNDING STATEMENT

A summary of the overall affordability of the project and the funding that has been secured to date must be provided.

All secured funding identified below should be verified by a written confirmation attached to this SOC with details of any conditions etc.

Due to the nature of our mixed funding request, we have previously agreed with WMCA Executive that the reporting requirements will be combined rather than separate KPIs and reporting. However, the exception here is the major events fund which will remain separate. Clear KPIs and M&E plans are being developed.

<i>Table 8</i>		
	Status (Secured / Not Secured)	£M
Gross Costs	Part Secured	£22.5m WMGC - £21.8m Local Authorities - £0.7m
Revenue	Part Secured	£22.5m
Capital		0
Development Funding within the above (funding required to reach the next stage)		£2.5m WMGC - £1.8m for Q1 and Q2 to support FBC development and enable early delivery of the programme ahead of FBC approval in September. <i>NB This is in addition to the £2m which will be drawn down for Q1 and Q2 from the £4m that has already been approved via the Business Justification Case. This £4m is included in the above gross costs so that all WMGC funding is set out in one business case.</i> Local Authorities - £0.7m
Total	Part Secured	£22.5m

Table 9a

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
WMCA via the Commonwealth Games Legacy Fund – SOC funding request	£1.8m		Not Secured	SOC funding request to develop FBC for Sep-23
WMCA via the Commonwealth Games Legacy Fund - Due to Local Authorities – for 23/24 and 24/25	£0.7m	3	Not Secured	SOC funding request £0.35k 23/24 £0.35k 24/25
Sub-Total	£2.5m		Not Secured	
WMCA via the Commonwealth Games Legacy Fund – Due to WMGC for 23/24 and 24/25	£8.2m	45	Not Secured	WMCA 17th March Board
WMCA core funding for 24/25	£0.7m	3	Not Secured	Through the SAF process culminating in the FBC being considered by the Investment Board in September 2023
UKSPF for 24/25	£1.6m	7	Not Secured	Through the SAF process culminating in the FBC being considered by the Investment Board in September 2023
WMCA via the Commonwealth Games Legacy Fund – for 24/25	£1.7m	8	Not Secured	WMCA 17th March Board
Sub-total	£12.2m		Not Secured	
WMCA via the Commonwealth Games Legacy Fund – for 23/24	£1.7m	7	Secured	WMCA December Board
WMCA – for 23/24	£0.7m	3	Secured	WMCA December Board
UKSPF – for 23/24	£1.6m	7	Secured	WMCA December Board

SINGLE ASSURANCE FRAMEWORK

Commercial & other income – for 23/24 and 24/25	£3.8m	17	Majority secured	BATP Sponsorship Revenue secured @ £1.9m – remainder is other commercial income still to be secured
Sub-total	£7.8m		Secured	
Total	£22.5m	100		

Table 9b below summarises the financial breakdown over the two-year period against the total of £22.5m, of which £14.1m relates to CWGLEF.

Table 9b	23/24 £'000	24/25 £'000	Total for 2 years £'000
WMCA Core Budget	700	700	1,400
UKSPF	1,600	1,600	3,200
CWGLEF	1,700	1,700	3,400
Total regional funding approved through the SAF process (only funding for 23/24 has been formally approved to date, although provision has been made from each funding strand for two years)	4,000	4,000	8,000
Commercial and other funding	1,900	1,900	3,800
Total WMGC budget without any additional CWGLEF	5,900	5,900	11,800
Additional ask through CWGLEF	4,600	6,100	10,700
Total budget if additional CWGLEF Funding is secured	10,500	12,000	22,500
Total CWGLEF ask including amount already approved	6,300	7,800	14,100

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

A written summary of the overall affordability of the project and the funding that has been secured to date must be provided. Where there is a shortfall in available funding, provide details of how this will be addressed, and the level of contingency included.

A detailed budget process has been followed to develop a plan that can be delivered within the agreed Funding Envelope. As WMGC finalises our Objectives, KPIs and activities required to deliver them the detail may change however the total will not and WMGC is confident that it can deliver within the agreed funding levels based on the total being broadly equivalent to the prior 2 years of funding and delivery.

The SOC is seeking approval of £2.5m, of which:

- £1.8m is to develop the full business case (FBC) and begin early delivery of the local and regional priorities in the Programme ahead of FBC approval. This is in addition to

the £4m which has already been approved of which £2m will be drawn down over the first two quarters of 2023/24 to fund delivery activity; and

- £0.7m to be granted to LAs (£0.1m each) to enable capacity building in economic development activity.

This funding will enable WMGC, in partnership with the WMCA, LAs and other partners, to develop a full business case, pre-dominantly through in-house resource but with some external support, that will set out how WMGC will:

- Maximise the conversion of the pipeline of leads generated from the Commonwealth Games Business and Tourism Programme (BATP), thereby fully exploiting the economic legacy of the Games; and
- Run a full programme of international promotion in key markets identified in the West Midlands' forthcoming International Strategy to increase the region's profile and reputation, resulting in the further growth of the current pipeline. This would also help to maximise the economic impact of other major sporting and cultural events that take place in the region.

It will also enable the WMGC to begin delivery of the Global West Midlands Programme ahead of Investment Board consideration of the FBC in September. This is important to enable WMGC to continue to maintain the momentum built up through the BATP and to have the greatest chance of landing leads and opportunities on the pipeline.

It is also critical if WMGC is to start to deliver against priorities set out by the WMCA and LAs. These will be set out within the WMGC's Business Plan which will be considered by the Economic Growth Board in July. Activity will be aligned with this Plan and any funding released through the SOC process will be used to support this.

The headline budgets for Quarter 1 and Quarter 2 in 2023-24 are set out in Appendix A.

Releasing the capacity building funding at this stage to LAs will enable them to start to utilise this resource to support the aims of the Global West Midlands programme in their areas. This funding will be granted from the WMCA to each of the Mets.

Releasing funding at this stage to support the commencement of the Programme is also important to enable the full allocation from the CWGLEF to be spent by the deadline of March 2025.

Complete the table below to provide an overview of the WMCA funding:

<i>Table 10</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	Concession Agreement extension for full amount of £21.8m and updated SLA – TBC The £0.7m double devolved to Local Authorities - should be paid direct to them.
Funding Commencement Date	01/04/2023
Funding Completion Date	31/03/2025
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Quarterly in advance for the £21.8m – in line with current SLA
Any Conditions Precedent?	N/A

<p><i>e.g. securing DfT funding. Include any spend deadline/s, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i></p>	
<p>Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i></p>	<p>£8.25m for 23/24 split Q1 and Q2 £1.9m per quarter Q3 and Q4 £2.225m per quarter £9.75m split equally per quarter for 24/25</p>
<p>Work streams for which WMCA Funding is available to be drawn against <i>e.g. all / workstream 1, 3 and 4 etc.</i></p>	<p>Commonwealth Games Legacy Fund: Economy, Trade & Tourism Pillar</p>

4.3 CASHFLOW

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates as required and number of funding sources.

Please note that this cashflow is based on WMCA Core and UKSPF being paid quarterly in advance and CWGLEF being paid quarterly in arrears, on day 90 latest, however this is still to be finalised and agreed.

<i>Table 11</i>				
Year (fiscal)	Q1-2 23-24	Q3-4 23-24	Q1-2 24-25	Q3-4 24-25
Income (£)				
Revenue – WMCA CWGLEF £13.4 m	2.5m	3.45m	3.725m	3.725m
Revenue – WMCA Core £1.4m	0.35m	0.35m	0.35m	0.35m
Revenue – WMCA UKSPF £3.2m	0.8m	0.8m	0.8m	0.8m
Revenue – WMCA to LAs £0.7m	0.35m		0.35m	
Revenue – Commercial £3.8m	0.8m	0.8m	1.1m	1.1m
Expenditure (£)				
Revenue – WMCA CWGLEF £13.4m	2.5m	3.45m	3.725m	3.725m
Revenue – WMCA Core £1.4m	0.35m	0.35m	0.35m	0.35m
Revenue – WMCA UKSPF £3.2m	0.8m	0.8m	0.8m	0.8m
Revenue – WMCA to LAs £0.7m	0.35m		0.35m	
Revenue – Commercial £3.8m	0.8m	0.8m	1.1m	1.1m
Capital				
Net position	0m	0m	0m	0m

5.1 MANAGEMENT AND GOVERNANCE

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation i.e., include detail on:

- Governance and decision-making arrangements
- Change management arrangements (inc. reference to WMCA Change Process)
- Benefits realisation arrangements and plans, including benefits register
- Contract management arrangements
- Post evaluation arrangements

WMGC Ltd is a Company Limited by Guarantee which is wholly owned by the WMCA and the seven Metropolitan Local Authorities. The WMGC has its own Board, which is chaired by the private sector and comprises of business, LAs, the WMCA and universities; but public sector company members retain overall control with key matters, such as the approval of the business plan and the appointment of Directors requiring company member approval, either through the annual general meeting or a general meeting. The WMGC Board reports into the EGB. The Portfolio Lead for Economy and the Chair of the Economic Growth Board sits on the WMGC Board. The WMGC Chair also sits on the EGB to help ensure alignment of agendas.

Additionally, a number of changes have been identified to improve effectiveness, and increase transparency and accountability as part of the WMGC Review including:

- Each Local Authority will, in future, be represented on the Board.
- Private sector membership of the Board will be reviewed to ensure Directors have the right suite of skills and experiences aligned to WMGC's future focus; and that the Board is inclusive and diverse.
- The relationship with the EGB will be strengthened with the EGB being asked to agree WMGC's annual business plan including its objectives and key results. The WMGC Board will continue to be responsible for overseeing the delivery of the plan, but performance against the plan will also be reported on a quarterly basis to the EGB, via the Directors of Economic Development.

The Business Plan for July 2023 to March 2025 will be considered by EGB in July 2023 – it will not need to then go onto the WMCA Board. The Plan will incorporate the Global West Midlands Programme, including its objectives, programmes of activity etc. all of which has / will be developed in consultation with the WMCA and LAs.

A dedicated senior officer from the WMCA will be appointed to work with the WMGC in order to review and monitor progress against deliverables, milestones, outputs, outcomes and financials on a monthly basis, including any required reporting to funding bodies.

SINGLE ASSURANCE FRAMEWORK

Quarterly meetings will take place with a WMCA senior officer and each local authority at Director of Regeneration-level, led by the WMGC Director of Policy & Partnerships, and workstream leads. Quarterly meetings with the Mayor and Leaders/Cabinet Members at each LA, led by the WMGC's CEX will also take place. The quarterly meetings will take place to report performance against agreed priorities, and forthcoming deliverables across all workstream, including CWG Legacy Funded activity.

The WMGC will also have a bi-annual strategy and planning session, and a year-end review with the WMCA and each LA to review performance, ensure delivery plans are aligned, and explore opportunities for efficiencies, synergies and added value.

£0.7m will be double devolved to LAs to help them increase their capacity to support the Global West Midlands Programme. WMGC will work with each LA to identify how the funding can best be utilised to support the delivery of their local priorities aligned to the Global West Midlands Programme. Upon agreement of objectives for utilising the funding, the money will be devolved by the WMCA to each of the LAs using appropriate WMCA documentation/processes. Quarterly meetings between the WMGC and the LAs will provide an opportunity to discuss how the objectives of the funding are being met.

If programme changes are required, WMGC will work with the lead WMCA contact in order to initially discuss and consider: this would form part of the monthly progress review meeting discussions. These will be further discussed with WMCA programme SRO/Directors or partners including any wider impacts on deliverables, funding, or wider programme dependencies. WMGC would be required to adhere to the WMCA Assurance – Change Management Processes for any changes that are agreed as part of the wider programme. Once available, consideration will also need to be given to funding agreement requirements, in order to understand programme level flexibilities that are within the WMCA's gift or those which may need to be progressed at a government level through the funding body.

The WMGC Board will continue to be responsible for agreeing WMGC's budget, approving its business plan ahead of it going to EGB, monitoring progress against it and agreeing action as required, managing risk.

Day-to-day management of WMGC is undertaken by the company's Leadership Team, which consists of the Chief Executive (also the Senior Responsible Officer for the programme); the Chief Investment Officer; the Director of Finance & Commercial; the Director of Programmes & Operations; the Director of Policy & Partnerships; and the Director of Marketing & Communications. The Leadership Team is responsible for developing and executing the company's operational plans, organisation design and HR matters, procurement, change control, performance monitoring, and risk management.

5.2 PROJECT SCHEDULE FOR DELIVERY

List the key project milestones and ensure this information is fully aligned to the Project Schedule, which must be appended to this SOC. Include dates for future business case submissions (i.e., OBC) and a longstop date by which all monies for development of this SOC needs to be drawn by.

Table 12

#	Milestone	Start Date	End Date
1.	WMGC Business Plan 2023 – 2025	January 2023	July 2023 (Economic Growth Board, date to be confirmed)
2.	SOC Investment Board	19/06/2023	19/06/2023
3.	FBC Internal Completion	06/06/2023	26/06/2023
4.	WMGC Leadership Review and amendments	27/06/2023	30/06/2023
5.	SAF Process	01/07/2023	27/09/2023
6.	Programme Planning		
7.	High-level Programme Plan signed-off	28/09/2023	06/10/2023
8.	Resource Plan confirmed	28/09/2023	13/10/2023
9.	SRO Sign off	16/10/2023	20/10/2023
10.	Programme Planning		
11.	Commence Delivery	23/10/2023	23/10/2023

SINGLE ASSURANCE FRAMEWORK

Note, that the dates SAF and Board dates are dependent on WMCA confirmation

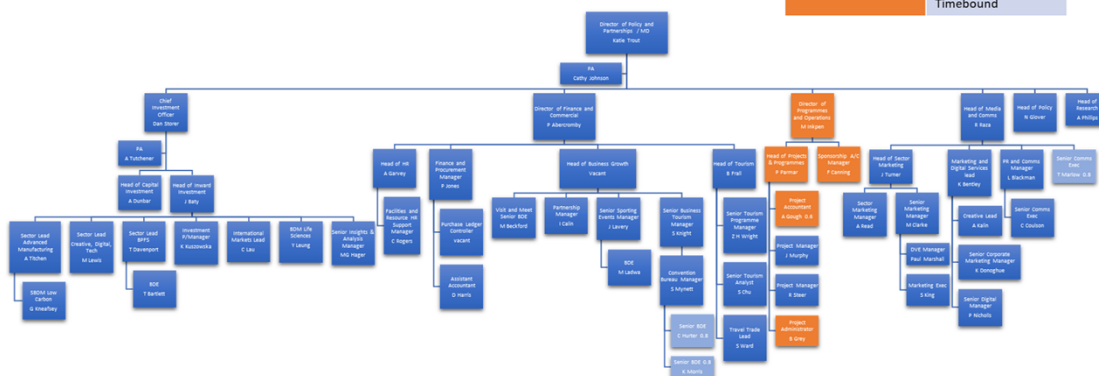
5.3 PROJECT ORGANOGRAM

Insert a Project Organogram which includes distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram.



FUNDING SCENARIO ONE @ £4m plus commercial

Key	
	Perm
	P/T
	Timebound



FS1

Organogram.pptx

5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R) , Accountable (A) , Consulted (C) and Informed (I)



RACI

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing Lessons Learnt during this project.

Throughout the lifecycle of B ATP, lessons have been captured, reviewed and played back through WMCA/DCMS assurance, partners and stakeholders. WMGC has an established process and register that is reviewed and updated that will be adopted for this programme (attached to the FBC).

Example of lessons learnt logs and presentations attached below:



USA_Canada_Lessons_Learned.pptx

There are some key lessons as part of the FBC process and delivery of the programme and these have been selected and added into the document below:



Lessons_learnt_key_points.xlsx

The key lessons learned during the WMGC Review that have informed the development of this case are:

- The desire of stakeholders to “consolidate” WMGC’s funding at 2022/23 levels, but to refocus its activity around agreed local and regional priorities while delivering inward investment, capital attraction, visitor attraction, MICE and strategic relationship management
 - WMGC is therefore working closely with local authorities to agree priorities, acceptance criteria, deliverables and impact for this suite of functions
- The need for WMGC to be more accountable to local authorities and the WMCA
 - WMGC has agreed that each local authority should be represented on its Board, and that it will significantly upweight engagement with and reporting to each local authority
 - WMGC’s Business Plan will be formally agreed by the Economic Growth Board and progress against it reported on a quarterly basis

5.6 MONITORING AND EVALUATION

Set out a summary of the initial Monitoring Evaluation arrangements for the project and milestones to progress towards completion of the next business case stage i.e. OBC.

Include detail on the following:

- Do you have an initial idea how performance will be measured? – Indicator/metrics
- How does previous M&E learning inform the driving policy and or the project/programme?
- Do you have an initial estimate of budget & resources for M&E (note, this should align to the financial case)?

The monitoring and evaluation approach is informed by, and is designed to feed into, the wider evaluation framework WMCA is developing for the Legacy Enhancement Fund as a whole – and the following outcomes that have been identified for the economy, trade and tourism pillar:

- Increased levels of trade and FDI in the region
- Sustained increase in domestic and international visitors to the region

Previous M&E learning

The monitoring and evaluation approach seeks to build on good practice associated with the BATP which ran from 2021 to 2023. The M&E approach was based on a holistic, comprehensive framework of KPIs, with data collection, assessment, and quality control with delivery partners led by the WMGC team. The approach provided:

- (i) A consistent measurement approach across all the programme's workstreams
- (ii) Metrics for each stage of the 'sales funnel' or 'customer journey' a potential investor, conference or event organiser, travel trade professional or tourist goes through, including:
 - Initial engagement through exposure to marketing campaigns and web, social and print media activity or attendance of meetings, events, workshops and sales missions.
 - Any resultant changes in perceptions (e.g. in their degree of familiarity with the region's offer, positive sentiment about the offer and/or their likelihood of considering investing in, holding a conference or event in or visiting the region).
 - Initial business leads generated among potential investors, conference and event organisers, and travel trade professionals.
 - Leads converted to opportunities (i.e. where specific requirements and the business case for the region are discussed)).
 - Opportunities converted to landed investments, conferences, events and bookable tourism products.
 - Visits, jobs and GVA generated by these investments, conferences, events and products

As a result, as well as the more traditional 'lagging' indicators, the framework provides us with a range of 'market signals' and 'leading' indicators.

Underpinning evidence

The framework has been underpinned by investment in information resources which track the impact of WMGC and its partners and, crucially, evidence the role WMGC and its partners have played in achieving key outputs, outcomes and impacts. These resources include:

- WMGC's Zoho CRM system. Over the last two years, WMGC has developed and embedded this into the organisation. Details of meetings, events, sales missions leads opportunities and landings are tracked on the system, providing a clear audit trail evidencing WMGC's involvement the landing of any investment, conference or event included in our performance figures.
- Primary research activity to gather performance data and evidence not captured via Zoho. This includes (i) surveys to track perceptions change, focusing on key audience groups (e.g. investment intermediaries, conference and event organisers and leisure tourists) in our key domestic and global target markets, (ii) surveys of visitors to the region to assess the impact of our visitor attraction activities and (ii) a regional tourism economic impact model which quantifies the flow of visitor numbers and spend into the region, underpinned by local tourism data.

Building on this approach – a framework of Key Outputs and Results

For this programme, WMGC plans to adopt a similar approach, with data collection, assessment, and quality control led by the WMGC team. Our M&E approach is based on a framework of 'Key Outputs and Results' (OKRs) which seeks not only to adopt the key principles of the B ATP M&E approach described above but to go a step further to capture:

- (i) WMGC's effectiveness in working collaboratively with Local Authorities and other key regional stakeholders to achieve shared priorities.
- (ii) The wider 'strategic added value' we will create for the region.

The diagram below sets out our intended approach in broad terms.

High level OKR framework

	Inward investment	Capital investment	Trade	MICE and sporting events	Leisure tourism	Scope for within-region analysis?	Scope for analysis by sector and market?	Source data/intel
Leading indicators	Market signals - website and social media traffic, leads generated from events and sales missions						✓	Google analytics, media tools, WMGC CRM
	Perceptions shift - awareness, +ve/-ve sentiment and active consideration of the region's value proposition (i.e. as a place to invest in, organise a conference or event in or to visit)					✓	✓	Perceptions research with key audiences in our target markets
	Pipeline - leads converted to active opportunities, opportunities won/landed (i.e. inward investment projects, capital investment projects, MICE/sporting events attracted, business recruited to the Partners West Midlands programme, travel trade ready/bookable tourism products created, key strategic firms recruited to our account management programme)					✓	✓	WMGC CRM
Lagging indicators	Jobs created by opportunities won/landed					✓	✓	WMGC analysis Visitor surveys and STEAM model
	GVA/economic impact generated by opportunities won/landed							
	Visitors attracted by tourism activity							
	Economic impact of visitors attracted							
	Jobs created by visitors attracted							
Strategic added value - cross-cutting themes/shared objectives	Clean/green growth	Capital investment in low carbon real estate/infrastructure				✓	✓	WMGC CRM
		Attraction of key low carbon inward investment projects						Case study development
	Boosting productivity	Attraction of investment projects in high productivity sectors						WMGC CRM
		Closing the productivity gap in different areas of the region						Case study development
	Creating high quality jobs	Volume - jobs created per investment project attracted						WMGC CRM
		Value - attraction of key investment projects creating highly skilled/well paid jobs						Case study development
	Enhancing the region's value proposition	Boosting the region's value proposition through the attraction of 'marquee' investors, globally important conferences and events, development of new infrastructure, real estate, cultural assets etc, helping to achieve perceptions shift and shift awareness, sentiment and consideration metrics						Case study development
Supporting the growth of the region's business base	Increasing confidence and positive sentiment among the region's top 500 businesses				Chamber, CBI, IoD, PMI surveys			

WMGC will develop this outline approach into a more detailed M&E strategy to support the submission of its full Business Plan to Economic Growth Board in July 2023. To inform its thinking, WMGC has already started consulting Local Authorities across the region to explore shared priorities, identify potential collaborative projects, map these against our key work streams and agree specific areas of responsibility for both parties. High level leading and lagging indicators linking to these priorities and projects, are provided in the table on the next page.

SINGLE ASSURANCE FRAMEWORK

Leading and lagging indicators linked to programme objectives

Tier 1 objective	Tier 2 objectives	WMGC workstreams	Leading indicators	Lagging indicators
<p>Enhance the profile and reputation of the region</p> <p>Page 216</p>	<p>Marcomms campaigns</p> <p>Promote strategically significant sites</p> <p>Develop investible propositions</p> <p>Bid for and support the delivery of international sporting events</p> <p>Establish new venues for major sporting events</p> <p>Promote new destinations for business events</p> <p>Re-establish Birmingham as a business event destination</p> <p>Generate bidding opportunities for business events</p> <p>Identify academic leaders as conference ambassadors</p> <p>Attract priority conferences and events</p>	<p>Marcomms</p> <p>Major sporting events</p> <p>MICE</p> <p>Research</p>	<p>Unique visitors to Visitbirmingham.com and Meetbirmingham.com</p> <p>Social media – impressions generated by and click-through rate (CTR) from relevant posts</p> <p>Shifts in awareness, sentiment and consideration of the region’s offer</p> <p>Pipeline metrics – leads generated, leads converted into bids</p>	<p>Major sporting events landed</p> <p>Major business events landed</p> <p>Hotel occupancy at times when events take place</p> <p>Visitor footfall at times when events take place</p> <p>Visitor numbers</p> <p>Economic impact</p> <p>Jobs supported</p>



SINGLE ASSURANCE FRAMEWORK

<p>Create good jobs for local people</p>	<p>Identify and deliver “gearshift” projects Attract high growth firms Attract public sector bodies/NDPBs Development of P4G clusters</p>	<p>Inward investment Marcomms Research</p>	<p>Unique visitors to and enquiries from relevant pages on InvestWM Social media – impressions generated by and CTR from relevant posts Shifts in awareness, sentiment and consideration of the region’s offer Pipeline metrics – qualified leads, and leads converted into opportunities</p>	<p>Inward investment projects landed New jobs created by inward investment projects GVA generated by inward investment projects Jobs created in the visitor economy</p>
<p>Facilitate the regeneration of the built environment</p>	<p>Housing Low carbon retrofit Town centre regeneration Delivering the regeneration pipeline</p>	<p>Capital investment Marcomms Research</p>	<p>Unique visitors to and enquiries from relevant pages on InvestWM Social media – impressions generated by and CTR from relevant posts Shifts in awareness, sentiment and consideration of the region’s offer Pipeline metrics – qualified leads, and leads converted into opportunities</p>	<p>Capital investment projects landed New jobs created by capital investment projects GVA generated by capital investment projects</p>
<p>Create and sustain vibrant places</p>	<p>Increase hotel development Maximise the impact of attractions Support new/under-utilised attractions Support boutique attractions Visitor economy research and insights</p>	<p>Leisure tourism Marcomms Research</p>	<p>Users of Visitbirmingham.com Social media – impressions generated by and CTR from relevant posts Shifts in awareness, sentiment and consideration of the region’s offer Travel trade-ready ‘bookable products’ launched Forward bookings</p>	<p>Hotel occupancy and RevPAR (revenue generated per available room) Visitor footfall Visitor numbers Economic impact Jobs supported</p>

SINGLE ASSURANCE FRAMEWORK

Key steps in the development of WMGC’s full M&E strategy will include:

- Development of a more granular framework of KPIs to include specific output, leading and lagging/impact indicators and setting realistic and achievable targets for achievement.
- Adapting and developing the WMGC Zoho CRM system to ensure that it captures all possible evidence of outputs, outcomes and impacts required and specifying and commissioning all primary research required to gather performance data and evidence not captured via Zoho.
- Setting up reporting routines, reports and dashboards, customised for our various audiences (e.g. WMCA, WMGC Board, LAs) to ensure clear, consistent and efficient reporting.

Budget and resources

Resource requirements are relatively minimal as:

- Rather than set up a M&E system from scratch, the existing KPI framework and CRM system will be further developed and adapted for this purpose.
- Primary research funded by BATP in 2023-24 can be adapted to meet the needs of the programme.

Indicative costs for additional primary research required in 2024-25 are set out in the table below.

Indicative costs

Research project	Indicative cost	
	2023-24	2024-25
Perceptions research	Cost covered by BATP evaluation budget	£50,000
Regional visitor survey		£40,000
Regional tourism impact model		£30,000
Hotel market data to inform modelling		£20,000
Total	£0	£140,000

If an additional final evaluation of the programme is required WMGC will use the brief developed for the final evaluation of the BATP as a template.

As set out in the HM Treasury’s Green Book guidance this final evaluation assesses whether the programme has achieved its impact targets and SMART objectives. As outlined in the HM Treasury’s Magenta Book guidance, it will provide:

- An impact evaluation which assesses the difference the programme has made – identifying the measurable outcomes and how much of these are additional (i.e. which can be attributed to the programme itself as distinct from what would have happened anyway).

SINGLE ASSURANCE FRAMEWORK

- An economic evaluation which assesses whether the benefits of the programme outweigh the costs and compares the costs, benefits and BCR achieved against those predicted in the programme's business case.
- A process evaluation which provides an understanding of what has worked/not worked and why.

The cost of this evaluation is £100,000 plus VAT. If a similar piece of work is required then a similar sum will need to be factored into the programme budget.

The following documents must be appended to this SOC:

Table 14	
APPENDIX	PROVIDED (Y/N)
Risk Register	Y – see 1.6 – to be developed further once objectives & key results are agreed with stakeholders
Initial Stakeholder and Communications Strategy	Y – see below – to be developed further once objectives & key results are agreed with stakeholders
Written Confirmation/s of Confirmed Funding	Y – see below
Project Schedule	Y – included in body of SOC at 5.2
If Investment Programme, Project Delivery Plan on a Page (POAP)	n/a
If CRSTS, DfT Additional Appendix	n/a

Comms Strategy



GWM_Example
Comms Strategy.doc

Benefits Realisation Plan and register



FBC benefits plan
and register.docx

Confirmations of funding

Decision taken by the WMCA Board on 16th December 2022 (item 6):

<https://governance.wmca.org.uk/documents/g551/Decisions%2016th-Dec-2022%2011.00%20WMCA%20Board.pdf?T=2>

Decisions taken by the WMCA Board on 17th March 2023 (items 7 and 9):

<https://governance.wmca.org.uk/documents/g554/Decisions%2017th-Mar-2023%2011.00%20WMCA%20Board.pdf?T=2>

Appendix A – headline operational budgets for Q1 and Q2 2023/24

	Q1	Q2	Total
Inward Investment	52,200	248,887	301,087
Capital Attraction	6,510	156,029	162,539
Visitor Economy Leisure Tourism	4,700	80,075	84,775
Visitor Economy MICE & MSE	79,175	138,432	217,607
Commercial Costs & Other (Inc Overheads and indirect Staff)	191,140	417,826	608,966
Direct Staff	1,156,980	1,255,343	2,412,323
	1,490,705	2,296,592	3,787,297

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Investment Board

Date	<i>19 June 2023</i>
Report title	<i>Social Economy Growth Programme – Phase 1</i>
Portfolio Lead	<i>Clr Brigid Jones, Portfolio Holder for Levelling Up</i>
Accountable Chief Executive	<i>Laura Shoaf, Chief Executive, WMCA</i>
Accountable Employee	<i>Ed Cox, Director of Strategy, Integration and Net Zero</i> <i>Charles Rapson, Strategic Lead for Social Economy Growth</i>
Report has been considered by	<i>WMCA Executive Group</i> <i>Investment Panel – 22 May 2023</i>

Recommendation(s) for action or decision:*

The Investment Board is recommended to:

- (1) Approve the investment from the Commonwealth Games Legacy Fund of £2 million to start the process of investment in the Social Economy Growth Ecosystem in two key areas:
 - Specialist Business Support (peer learning) programmes (£1,743k)
 - Place based development ‘clusters’ (£400k)
- (2) Note the supporting activity that underpins these actions (£42k), including to
 - Endorse the Risk & Investment Appraisal recommendation to carry out comprehensive monitoring and evaluation

1. Purpose*

This investment is the first phase of an overall plan by WMCA to double the size of the social economy within 10 years. This represents <10% of the total investment required, estimated at c.£20 million.

- The Business Support programme provides opportunities for Social Economy organisations to improve their business skills and confidence to grow, secure investment and public sector contracts. This programme will support over 160 of

the c.8000 Social Economy organisations in the region. Selection of the provider organisations will be by open tender. The Social Economy growth strategy is closely aligned with the mainstream Business West Midlands programmes. Two members of the Business West Midlands team are involved in the Social Economy Advisory group and the Social Economy Growth Lead is in regular contact with the wider team to ensure continued alignment and secure referral routes between both activities. Ongoing dialogue will continue, and the two areas will shortly come under the same directorate.

- For the Place Based Development Clusters programme, 7 areas will be selected in partnership with the 7 Metropolitan local authorities where there is evidence of social economy activity and potential for growth. A lead organisation in each locality will receive a development grant of £50k to facilitate bringing together the local community, organisations, and stakeholders to create a development plan that addresses local need and links social enterprises and trading VCOs with wider opportunities and markets locally and across the region. The outcome of which will be an action plan and business case that can attract additional investment. (*Note: There is an 8th 'cluster' which is funded by our partners, Power to Change – Witton Lodge Community Association for Perry Barr.*)

2. Background*

The proposals set out in this paper is the result of the workings of a Social Economy Task Force, set up by the Mayor in 2018, to identify the key drivers and eco-system that would support growth of the Social Economy. A paper, "*Growing the social economy in the WMCA area – A Framework for Action*", was published and approved by WMCA Board in 2021. This initial phase addresses two of the 10 eco-system elements – Business Support and Place Based Clusters – but also starts to address other aspects such as access and sources of finance, procurement readiness and sector awareness.

3. Strategic Aims and Objectives

Social Economy organisations are an important element in securing Inclusive Growth and the development of a circular economy. This supports the WMCA aims that:

- Promote inclusive economic growth in every corner of the region.
- Ensure everyone has the opportunity to benefit.
- Secure new powers and resources from central government.
- Develop our organisation and be a good regional partner.

The £2.225m investment is projected to deliver a Social Return on Investment (SROI) of between £5.9 million (lowest outcome 1 year) and £35 million (best outcome after 5 years). This SROI, based on data from 3,000 participants from similar programmes, from several sources, and is limited to increased revenue, jobs created and volunteering value. It does not include the even greater impact on the 100,000 plus disadvantaged individuals supported by these organisations.

4. Financial Implications

The total available from the CWG Legacy Fund for the Social Economy is £2.0m revenue grant funding for 2 years through to March 2025, subject to receipt of the final grant award letter for the Commonwealth Games Legacy funding from DCMS and accepted by WMCA. This funding is supplemented by £150k secured funding from WMCA and £75k secured funding from Power to Change.

The intended use of the total £2.225m funding is £1.743m for Specialist Business Support (peer learning) programmes, £400k for Place-based development 'clusters', and the remaining £82k on communication/engagement, monitoring/evaluation and contingency.

Of the total investment, the majority (c.£1.385m) will be payable ahead of activity commencing whilst c.£840k is payable in arrears on delivery of milestones. As the grant will need to be claimed in arrears from DCMS, WMCA will need to cashflow this delta which is as much as £0.6m across the lifetime of the project.

5. Legal Implications

WMCA Legal Teams will currently not sign off the ITT and spend without the full terms and conditions from DCMS who have approved the retention of underspend (£7 million). They currently won't accept draft terms (albeit this is under discussion). This is a timing issue as this is a time limited funding stream with long duration programmes that must be completed and evaluated by March 2025.

6. Single Assurance Framework Implications

A significant aspect with these programmes is the collection of impact data. The organisations contracted to deliver these actions will be required to collect key impact data at various points in the journey. This will enable action if progress is not to the level expected and will provide a sound impact data set to help inform future actions and investment. In addition, provision is made to undertake a separate independent evaluation.

The limitation of this fund is the end date of March 2025 which does not allow for more meaningful longitudinal evaluation.

Future phases of the 10-year Social Economy Growth plan will include deeper longitudinal evaluation.

Provider organisations and Cluster lead organisations will be required to produce a risk register and there will be regular monitoring meetings. Any variance will recovery a recovery plan, more significant variance will be flagged with the relevant Executive lead, plus there will be a Social Economy Advisory group established to oversee plans and delivery.

However, further guidance will be sought from the Business Improvement Team on how best to develop this before contracts are awarded.

7. Equalities Implications

The social economy is a very diverse sector and targets are set for levels of inclusion from organisations led by minoritized groups.

8. Inclusive Growth Implications

This programme feeds directly into the Inclusive Growth Framework as it builds capacity with organisations and communities whose purpose is to address social and environmental issues and inequality. Social Enterprises work with disadvantaged people and communities. Targets will also be set for participation from environmental focused organisations which make up c20% of the social economy. The local 'Clusters' element will also involve engagement with local communities.

9. Geographical Area of Report's Implications

The Business Support element will be open to any social economy organisations operating across the entire West Midlands geographic region albeit the bulk of promotion (and hence participation) will be within the 7 constituted local authority areas.

The Clusters element will be restricted to the 7 constituted local authority areas. There will be an 8th Cluster in Birmingham, funded by Power to Change.

10. Other Implications

No other resource implications are envisaged.

11. Schedule of Background Papers

- Business Case Justification – Social Economy Growth
- Growing the social economy in the WMCA area – A Framework for Action
- Social Return Model

Business Justification Case

Single Assurance Framework



West Midlands
Combined Authority

BUSINESS JUSTIFICATION CASE

The purpose of the **Business Justification Case (BJC)** is to:

Act as a single stage business case, using the Five Case Model, for the delivery of relatively low risk spend for which firm prices are available.

A BJC may be considered within WMCA for smaller items of spend, which:

- Are not novel or contentious and
- can be procured from an existing pre-competed arrangement whilst
- recording the findings of the procurement phase to identify the option that offers the 'most economically advantageous tender' (MEAT) and best public value.

To support better spending, investment decisions and better procurement, this Business Justification Case should be written using West Midlands Combined Authority (WMCA) guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROJECT DETAIL			
Project Name:	Social Economy Growth Programme		
Programme Name (if applicable)	Business Support & Place Based Clusters		
Directorate (if WMCA internal):	Strategy, Integration & Net Zero (SINZ)		
Organisation (if WMCA external):	Subject to Tendering & Selection process		
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?			
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Melissa Brown		
Programme SRO (if applicable)	Charles Rapson		
WMCA Executive Director:	Ed Cox		
Finance Lead:	Aqeel Rizvi		
Legal Representative:	Angela Wills		
Procurement Lead:	Victoria Zhao		
Other (i.e. HR / Health & Safety):	n/a		
VERSION CONTROL			
Version:	1	Date:	24 Feb 2023
BJC Prepared by:	Charles Rapson	Job Title:	Strategic Lead – Social Economy Growth

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES

- A BRIEF PROJECT DESCRIPTION AND WHY IT IS NECESSARY
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

The Social Economy plays an important part in achieving inclusive growth. In January 2020, the Mayor launched a strategy to double the size of the Social Economy from an estimated £3.5bn per annum to £7bn and released a paper, produced by a sector-led Social Economy Task Force, entitled *“Growing the Social Economy in the WMCA area: A Framework for Action”*. <https://bit.ly/3DqggCF>

In the two years which have elapsed since the Framework document was authored, market conditions and needs have changed in two key areas.

- The number of Social Enterprises starting in response to the pandemic and cost of energy/living inflation has increased significantly. At the same time, many have closed.
- The amount of external support for start-up enterprises has fallen sharply and likely to remain low.

The plan outlined in this BJC has been developed for phase 1 of Social Economy Growth Framework that recognises the above factors. It focuses on two parts of the ecosystem – (A) Business Support and (B) Place Based Clusters – but these have an impact on other elements of the ecosystem identified within the Framework such as Contract & Investment Readiness and Sector profile & awareness:

(A) Business Support (CWGLEF £1.743m)

This will provide specialist business support programmes for 120 organisations to help them gain the skills and confidence needed to run a sustainable social business plus a further 40 with contract & investment readiness targeted to organisations with the capacity to engage with major investment.

It also acknowledges the fact that WMCA wishes to increase the involvement of Social Enterprise in the delivery of major investment programmes; uptake of Social Investment in the region is poor; and survival rates are below the national average.

15% of Social Enterprises have Environmental action as their prime objective. This will be reflected in recruitment targets. Over half of the remaining sector has environmental impact as a secondary objective

The Social Economy growth strategy is closely aligned with the mainstream Business West Midlands programmes. Two members of the Business West Midlands team are involved in the Social Economy Advisory group and the Social Economy Growth Lead is in regular contact with the wider team to ensure continued alignment and secure referral routes between both activities. Ongoing dialogue will continue, and the two areas will shortly come under the same directorate.

(B) (B) Place Based Development/Clusters (CWGLEF £215k + WMCA £150k & PtC £35k)

7 areas will be selected in partnership with the 7 Metropolitan local authorities where there is evidence of social economy activity and potential for growth.

A lead organisation in each locality will receive a development grant of £50k to facilitate bringing together the local community, organisations, and stakeholders to create a development plan that addresses local need and links social enterprises and trading VCOs with wider opportunities and markets locally and across the region.

The outcome of which will be an action plan and business case that can attract additional investment.

Note: There is an 8th 'cluster' which is funded by our partners, Power to Change – Witton Lodge Community Association for Perry Barr.

Supporting Actions (CWGLEF £42k + PtC £40k)

- **Communication & Engagement (£32k)** - Raising the profile of and levels of engagement with all parts of the Social Economy.
- **Monitoring & Evaluation (£40k)** - Data that demonstrates the impact and effectiveness of such interventions from a number of sources is limited and inconsistent. Gathering impact data and case studies will help secure and inform future investments.

The organisation(s) brought in to deliver the business support programme and the lead organisations in the place-based clusters will be required to gather impact data against several key metrics and undertake an internal evaluation of the programme. The value of contract delivery costs reflects this.

The specific value of £40k set out in the Business Justification is purely for an independent assessment of impact and value and the true amount of spend on evaluation will be closer to £80k.

There are additional sources of data, such as Social Enterprise UK who undertake regular research including regional and monthly barometer reports.

The limitation of this fund is the end date of March 2025 which does not allow for more meaningful longitudinal evaluation.

Future phases of the 10-year Social Economy Growth plan will include deeper longitudinal evaluation.

- **Contingency (£10k)** – Providing the ability to respond to emerging opportunities or challenges.

FINANCE SUMMARY

<i>Table 1</i>	
Finance Summary	BJC (£)
Total Project Cost:	£2,225,000
WMCA Funding Required:	£2,000,000
WMCA Funding Stream:	DCMS (CWGLEF)
Funds Secured:	£225,000
Funds Not Secured:	£2,000,000

N.B. The funding allocation for this programme has been approved by the WMCA Board and has been announced by DCMS. However, the business case for the overall CWGLEF has not yet received final sign-off by government, hence the table above indicates that the CWGLEF funding is not secured. We expect government sign-off to come through in April 2023.

Return on Investment

From available impact evidence, a Social Return on Investment can be estimated of at least £3.57 for every £1 invested can be achieved, rising to as much as £21.28 over 5 years.

No. of Participants	~ Cost	* SROI 1 Year Per £1 invested	* SROI 5 Years Per £1 invested
160	£1,743,000	£3.57 to £8.11	£9.24 to £21.28

~ Costs are delivery (subject to tender) and include incentivised Match Trading grants for participants of £909k.

* SROI is indicative based on several data sources covering just under 3000 social enterprises and calculated by forecasting a range of outcomes, lowest & highest, for revenue growth, number of additional FTE jobs & additional Volunteering hours. Jobs and volunteers valued at the national living wage. The final figure is then scaled according to the level of attribution participants gave to the support provided – ranging from 1/3rd to 3/4^{ths}.

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Specify the spending objectives for the project. Note, all programmes need to consider Inclusive Growth and its contribution to Net Zero. These should focus on the target outcomes for the intervention and be SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent). Desired outcomes include improved economy, efficiency, effectiveness, replacement and compliance.

Table 2

#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Improved Business Skills & Confidence across a wide range of Social Economy organisations (120 in year 1). Includes additional targeted focus on Investment readiness and	The need to increase levels of business skills and confidence to grow, invest and secure public sector contracts. (SEUK State of the Sector, West Midlands Report)	160 Social Enterprises supported A +20% increase in Business Skills & Confidence. An increase in employment (c290 FTE) An additional +380k volunteer hours pa	A range of Business Support programmes that are geared and responsive to the needs of Social Enterprise and accessible to all sections of that community. Specific focus on Investment & Procurement Readiness targeted towards WMCA & LA key investment areas.	Improved sustainability Income & Employment Growth Increased support for disadvantaged people and communities <i>e.g. #1 Colebridge Enterprises, having participated in such a programme, went from a £100k per annum operation with 85% grant funding to a +£300k pa turnover with zero grant funding.</i>	Promote inclusive economic growth in every corner of the region

SINGLE ASSURANCE FRAMEWORK

	<p>Procurement readiness. (40)</p> <p>Include targets for participation for disadvantaged communities, minoritized groups and environmental focused organisations</p>		<p>An increase in trading revenue of +£8 million pa (21%)</p> <p>An additional c100k beneficiaries pa</p> <p>Additional targets for participation from organisations from disadvantaged communities and environmental organisations</p>		<p><i>In the process, they created 20 jobs for disadvantaged people, 50% of these have a learning disability.</i></p> <p><i>e.g. #2 Rising Stars Property Services went from a start-up in 2013 with zero assets or revenue by attending a similar programme with a small grant and are now the 3rd largest Commercial & Industrial Cleaning company in the region, servicing around 20,000 properties.</i></p> <p><i>Both would say the support programmes attended were transformational.</i></p>	
2.	<p>Develop place-based clusters to encourage cooperation, pool resources, share best practice, engage the whole community and build a local eco-system</p>	<p>Informal and unstructured with organisations working in isolation with only limited resources and little collaboration.</p>	<p>A series of 7 linked local clusters across the region who work with 10 organisations each and work in partnership to create a local action plan and eco-system. And to connect to support each other and share best practice.</p>	<p>Provide resources and guidance to build on and shape activity already in place and create connections between each place</p>	<p>Efficiency & Effectiveness</p> <p>Improved sustainability</p> <p>Income & Employment growth</p> <p>Increased support for disadvantaged people and communities.</p>	<p>Ensure everyone has the opportunity to benefit</p>

SINGLE ASSURANCE FRAMEWORK

3.	Engage Social Economy organisations in the development, implementation and ownership of the ecosystem and growth plans	Dwindling engagement and loss of faith over time. (Conversations began in 2018. Framework published 2021)	Positive and proactive engagement from a wide range of partners that reflects the Social Economy	Prove through tangible and visible action by delivering the first parts of the growth plans and ensure these are widely understood and accessible	Partnership working Programme effectiveness Community cohesion	Develop our organisation and our role as a good regional partner
4.	Develop an evidence base on the effectiveness and impact of interventions	Limited evidence base other than evaluations from external organisations that are short term, incomplete and missing key data	A solid evidence base that will better measure programme impact and focus on WMCA priorities	Set up robust measuring and data collection on key indicators	Efficiency & Effectiveness	Secure new powers and resources from central government
5.	Contingency Response	No current contingency provision	Provide funding to realise emerging opportunities and/or overcome unforeseen barriers	Monitor market, economic, health and performance trends and metrics	Response capability	Develop our organisation and our role as a good regional partner

1.2 EXISTING ARRANGEMENTS AND BUSINESS NEEDS

Provide a complete summary of the organisation's current service model referring to its Business as Usual (BAU) offer, this may also include elements of services provided within the organisation's external environment.

Also, state the deficiencies associated with the current provision and the implications if the project does not proceed.

- Include suitable quantification of needs/demands where possible.
- Provide details around the service gap – i.e., the difference between current provision and where the business wants to be in line with the spending objectives of this proposal
- Why is public sector investment required?

BAU

Investment in the social economy within the region to date has been more reactive rather than proactive – maintaining the status quo or responding to short term needs or opportunities. Some seed funding, or funding short term initiatives have been made. The investment is patchy across the region and there has been no concerted pan-regional strategy or investment in any structured social economy growth programme.

LEPs have provided support, albeit largely designed for mainstream business rather than tailored to the needs of the Social Economy. Restructuring of the Growth Hubs will reduce the support until alternative provision is in place. Discussions with the Economy, Skills & Communities Directorate are taking place to establish how any new business support provision can be more accessible and relevant to Social Economy organisations.

Other mainstream business support is available but does not always recognise the unique nature of the Social Economy and the entrepreneurs involved, nor does it fully address their specific needs. Engagement by the sector with business support programmes is weak.

External Environment

There is a limited number of support organisations for the social economy. These rely on trading, commercial sponsorship, in kind support and grant funding with some local, regional, central government or EU funding.

There has been a loss of EU funding and limited reach, to date, from Levelling Up funds, and a recent significant reduction in start-up support caused by end of grant, contract or sponsorship plus economic stagnation and competition for limited resources (e.g. *iSE & SSE*).

We have seen a recent surge in start-up businesses in response to Covid and Cost of Living issues (*SEUK*), and demand that greatly exceeds supply by a factor of 4 to 5 (*SSE*).

Service Gap

Social Entrepreneurs are predominantly 'experts by experience' who have a deep understanding of the complexity of the social issue they are tackling and who are creative in developing solutions. But they often lack the necessary business skills and confidence to make a longer-term success of their social enterprises, and they can find mainstream business support difficult to engage with.

The level of provision of specialist support from within the sector falls significantly below the demand. Specialist support that understands the social economy model, can address the challenges and which provides a safe, non-judgemental space is highly valued. *(SSE demand at 4 to 5 times available support & Feedback gathered through Social Economy Task Force work).*

Peer learning, with likeminded individuals, is valued as it creates support networks that continue beyond the duration of any support programme. *(Feedback gathered through Social Economy Task Force work).*

Public Sector Investment

A pan-regional programme, taking a full ecosystem approach, will provide an environment which will make growth easier and more purposeful. A longer-term strategic investment programme will provide a more effective use of public funds by addressing all the barriers to growth – being proactive rather than reactive.

WMCA's goal is to grow the Social Economy from £3.5bn to £7bn within 10 years.

The Social Economy has grown slowly and organically in response to societal and environmental issues. Major events such as Covid stimulate growth and the need for support at a time when resources to meet that need are most limited.

To realise the ambition to double the size of the social economy over the next 10 years, further significant investment is required beyond what the sector can access through current investments, grants, sponsorship or generate from its own trading activity.

Evidence was gathered by the School for Social Entrepreneurs in a survey of 1393 participants across various programmes plus a study of 600 recipients of support programmes which had a Match Trading™ (aka Trade Match) grant. This demonstrated that a support programme with Match Trading grant produced an increase in trading of up to 35% and between 2.5 and 4 FTE jobs. This translates into a Social Return on Investment of up to £18 for every £1 invested. Evidence from Aston Business School, Goldman Sachs 10K SME programme (albeit different methodology and cohort make up) supports this.

In 2018, a Social Economy Task Force was established made up of over 30 individuals with experience of, interest in, or ability to influence the Social Economy. The Task Force undertook extensive study of the current needs and provision, looked at available (albeit limited) data and best practice around the country. From that work came “**A Framework for Action**” document in July 2021 which described the eco system needed to grow the Social Economy. This paper was adopted by the WMCA Board in November 2021.

The document can be found at <https://bit.ly/3DqggCF>

The Framework included outline business cases on two ecosystem areas covered in this Business Justification – “Business Support” and “Place Based Clusters”.

The specifics around both have been modified from what was originally set out in the Framework, in order to reflect developments in the Social Economy since the Framework document was authored –

primarily the surge in new start up organisations in response to Covid and the cost of living and how this has impacted on the sector and communities.

Additional consideration has also been made as to how these programmes can also contribute to other parts of the ecosystem, in particular:

- Access to Finance & Investment
- Access to Markets
- Commissioning & Procurement
- Social Economy Marketing & Profile

1.3 PROJECT SCOPE AND SERVICES

To deliver potential service improvements, it is useful to classify needs / requirements. For this project, please outline the requirements of the project based on the following hierarchy:

<i>Table 3</i>	
<p>The 'Essential' requirements</p> <p><i>Without these requirements, the project would not be judged to be a success i.e. the 'must have'</i></p>	<p>A broad package of business support programmes that reaches as many organisations as possible – early stage to larger mature organisations. In this case 120. Including specific training in Investment & Procurement readiness. Also Post programme support to ensure any remaining barriers to growth are addressed and survival rates improved. (£1.743m)</p> <p>Support for local cluster development and investment that extends across the region. One in each of the main LA areas – 7 in total. (£215k)</p>
<p>The 'Desirable' requirements</p> <p><i>The project may justify these requirements on a value for money basis i.e the 'could have'</i></p>	<p>A system of gathering impact data to create an evidence base that will justify future investment and guide future investment decisions. (£20k).</p> <p>A budget to support communication and engagement with the sector, through existing and revitalised networks. For example, an extension of the Birmingham (Digbeth focused) Social Enterprise Drive across the region. And funds to demonstrate the value of input from previously unfunded voluntary involvement. (£12k)</p>
<p>The 'Optimum' or 'Highly Desirable' requirements</p> <p><i>The project may justify these requirements on a marginal low cost and affordability basis i.e. the 'nice to have'</i></p>	<p>Contingency funds to take advantage of emerging opportunities or address any unforeseen barriers to success (£10k)</p>

1.4 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

The information provided should align to the Risk Register and Issue Log attached with this BJC.

Table 4

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	Failure to recruit suitable delivery partners for the Business Support elements	4	1	Green	Charles Rapson	Allow sufficient time to respond to the tender, even if this means taking steps towards this in Q1 23/24 ahead of Investment Board sign-off. There are a number of organisations waiting and with capacity to deliver.
2	Failure to identify suitable place-based Clusters that meet the investment criteria and willingness or capacity to deliver	4	1	Green	Charles Rapson	Early work with LAs to identify and support suitable areas and lead organisations.
3	Failure to recruit/engage enough suitable Social Entrepreneurs for the Business Support programmes	4	1	Green	Charles Rapson	Demand already exceeds supply, and so we expect grant funding to incentivise participation. The key mitigation here will be communication & engagement about the programme through existing networks, channels & events, and through Social Media & Press
4	Drop out of participants from Business Support programmes.	4	2	Amber	Charles Rapson	A degree of drop out is inevitable. Grants to participants tied to attendance for early-stage enterprises and trading performance at latter stage enterprises provides a powerful incentive.

SINGLE ASSURANCE FRAMEWORK

						<p>Include minimum attendance/completion in contracts with providers and a responsibility to secure attendance.</p> <p>Careful and rigorous recruitment process to ensure commitment from participants.</p> <p>A formal learning agreement between participants and provider.</p>
5	Lack of engagement and cooperation within the local Clusters between the lead organisation and other local organisations due to political or personal reasons or different agendas.	3	3	Amber	Charles Rapson & LA Leads	<p>Work closely with LAs on the selection of localities and lead organisations.</p> <p>Build on work already underway rather than starting from scratch.</p> <p>Call for expressions of interest with clear expectation of outcomes</p> <p>LA involvement in fostering good partnership working.</p> <p>Create strong, purposeful connections between local clusters to share best practice and learning.</p>

1.5 CONSTRAINTS

Specify any constraints that have been placed on the project.

To date, the absence of funding plus Covid and internal resource, has delayed tangible action on this programme which was announced in January 2021.

Support from Power to Change has resolved the internal resource issue. Commonwealth Games Legacy Funding will enable a substantial start to this commitment.

This proposal is just one part – the first phase - of a longer-term investment in growing the Social Economy with no real indication, as yet, of where future investment might come from. The expectation or hope amongst some parties is sight of a 10-year plan.

To address this, monitoring and evaluation is key to building a strong evidence base to demonstrate the impact and justify future investment. Current evidence is limited and compromised.

Support from the Social Economy Task Force and Virtual Team is vital to gather evidence in order to justify further investment and partnership working to secure investment.

Engagement with a broad range of sector partners via the Social Economy Advisory Board in developing the longer-term plan will assist in demonstrating commitment beyond one year. This may require demonstration of value through reimbursement for specific work streams.

1.6 DEPENDENCIES

Specify any dependencies outside the scope of the project upon which the success of the project is dependent.

The success of these social economy programmes is linked to the overall state of the economy. The Social Enterprise UK February 2023 barometer report indicates that up to 18,000 Social Enterprises nationally are at risk of closure this year (c.2000 in the West Midlands), which demonstrates the need for the funding.

The programme has very low levels of dependency on other projects so it is very unlikely that this would be a source of delay or failure. Unexpected or significant events, such as Health, Climate, Humanitarian or Economic, that impact delivery or shift the baseline significantly could have an impact, but this risk applies across the board rather than specifically to Social Economy schemes. Change in Leadership or Key Stakeholders at a local, regional & national level which may result in policy changes that shift the priority away from or put even greater focus on the Social Economy.

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

List the critical success factors i.e., what must this project achieve to be successful?

Table 5

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	Issue ITT and select best quality provider(s) for Business Support aspects with adequate response time and transparent selection criteria	Maximising impact through improved Business Skills and Confidence and other key economic & social metrics through programme delivery by an experienced and effective partner.
2.	Recruitment of participants on the Business Support programmes through a robust selection process and eligibility criteria.	Maximising impact through improved Business Skills and Confidence and other key economic & social metrics through participation from the right candidates.
2.	Selection of suitable local clusters with the support of the 7 main LA members	Develop place-based clusters to encourage cooperation to develop sustainable local plans and eco-systems.
3.	Restore faith and involvement in the WMCA Social Economy Growth objective	(Re) Engage Social organisations in the development, implementation and ownership of the eco-system and growth plans.
4.	Collect and analyse robust impact data on the key performance metrics	Develop an evidence base on the effectiveness of interventions.
5.	Enable rapid response to emerging opportunities and/or challenges	Maintain a contingency provision to enable a speedy response to emerging opportunities or challenges.

2.2 BENEFITS APPRAISAL

Validate the main benefits associated with the achievements of the project's spending objectives by beneficiary. Distinguish benefits from outcomes.

Table 6

#	Benefit	Benefit Type	Beneficiary
1.	A stronger, more sustainable, resilient Social Economy that's growing	Inclusive growth	Social Economy organisations and the infrastructure that supports them.

2.	Increased employment & volunteering opportunities and increased impact.	Inclusive growth	Disadvantaged individuals and communities.
3.	Greater cooperation and partnership working within local communities leading to better outcomes and cohesion	Community engagement, cohesion & Inclusive Growth	Lead and partner organisations and the communities they serve.
4.	A sense of ownership and responsibility for growth within the social economy	Sector led and beneficiary focused development.	Social Economy organisations and those they support
5.	A more robust data set which demonstrates impact that helps secure further investment.	Secure new powers and resources which will in turn be better targeted to areas of need	Social Economy organisations and the supporting infrastructure
6.	An ability to respond to opportunities, unforeseen obstacles or events	Develop our organisation and role as a good regional partner	The Social Economy and those they support.

Item 1 is a Quantifiable benefit that can be measured via the Social Economy Monitor conducted by Social Enterprise UK. This is an annual report. This provides a picture of the state of the sector and can be compared to previous data.

Item 2 is a Cash Releasing benefit that can be measured as part of the delivery partner contract and monetised. A real time measure of employment, volunteer value and beneficiary reach can be gathered at the start, mid-point and end of the programme with the option of longitudinal research.

Items 3, 4 & 6 are Qualitative benefits that cannot be measured nor monetised but can be evidenced through case studies.

Item 5 is a Non Cash Releasing benefit that can be measured and monetised to secure better investment decisions and efficiency of spend.

2.3 VALUE FOR MONEY ASSESSMENT

Complete the table below to provide decision-makers with a summative VfM assessment:

<i>Table 7</i>	
Social Benefits and Costs (With ranges)	Total Programme Costs - £2m from CWGLEF plus £225k from WMCA and Power to Change. Social Return on Investment is calculated by the sum of Income growth, FTE Jobs created and additional Volunteer hours. Jobs & Volunteer Hours are valued at the national living wage. The final value reflects the level of attribution participants allocated to the

	<p>support. The span of values reflects the lowest & highest results from the data available.</p> <p>The data used comes from a combination of impact studies by The School for Social Entrepreneurs across various funded programmes, the Match Trading Task Force, Aston Business Schools 10k Goldman Sachs programme, and Power to Change Community Business programmes.</p> <p>A SORI of between £5.9m & £13.4m million in year 1 = between £3.57 and £8.11 for every £1 invested in year 1</p> <p>The continuing impact over 5 years, produces a SORI of between £15m & £35m = Between £9.24 and £21.28 per £1 invested</p>
<p>Whole Life Public Sector Costs of Preferred Option (£m)</p> <p>(Aligned to Section 3.2 below)</p>	<p>£2.2 m in year 1. (£2m CWGLEF)</p> <p>An estimated £25 million over 10 years would be required to develop the full eco-system and double the sector size.</p>
<p>Value for Money Judgement</p> <p>(Why is this option being chosen over others)</p>	<p>This proposal provides a minimum Social Return based on income growth, job creation and volunteering value of £3.57 for every £1 investment in year 1 alone with benefits continuing over future years. This is before accounting for the social value for the final beneficiaries supported and is hence a conservative estimate</p> <p>This option provides the broadest level of support, across the region to the maximum number of beneficiaries within the available funds.</p> <p>It provides the best return on investment.</p> <p>It engages a wide range of Social Economy organisations and communities.</p> <p>It gives the widest tangible signal of WMCA commitment to the Social Economy</p> <p>It provides some contribution to other aspects of the social economy ecosystem</p> <p>It is also the least risky in that it is using, largely, tried and tested approaches and extends the support to a large cross section of the Social Economy.</p> <p>It secures impact data to inform future investment.</p>



It is responsive to emerging needs, barriers and opportunities.

2.4 OPTIONS ANALYSIS AND APPRAISAL

Analysis - Please identify a minimum of 4 options and complete a shortlisting exercise within the table below; options must include 'BAU/Do Nothing' and 'Do Minimum'.

Table 8

Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
1.	Business As Usual – Uncoordinated investments	R	N
2.	Limited Business Support for high growth organisations only & Limited Clusters	S	Y
3.	Invest and support a limited number of high growth organisations only (e.g. £500k in 4 organisations)	R	N
4.	Programme as outlined in this paper	S	Y

Appraisal – Using the same option numbering above, complete the following options appraisal summary:

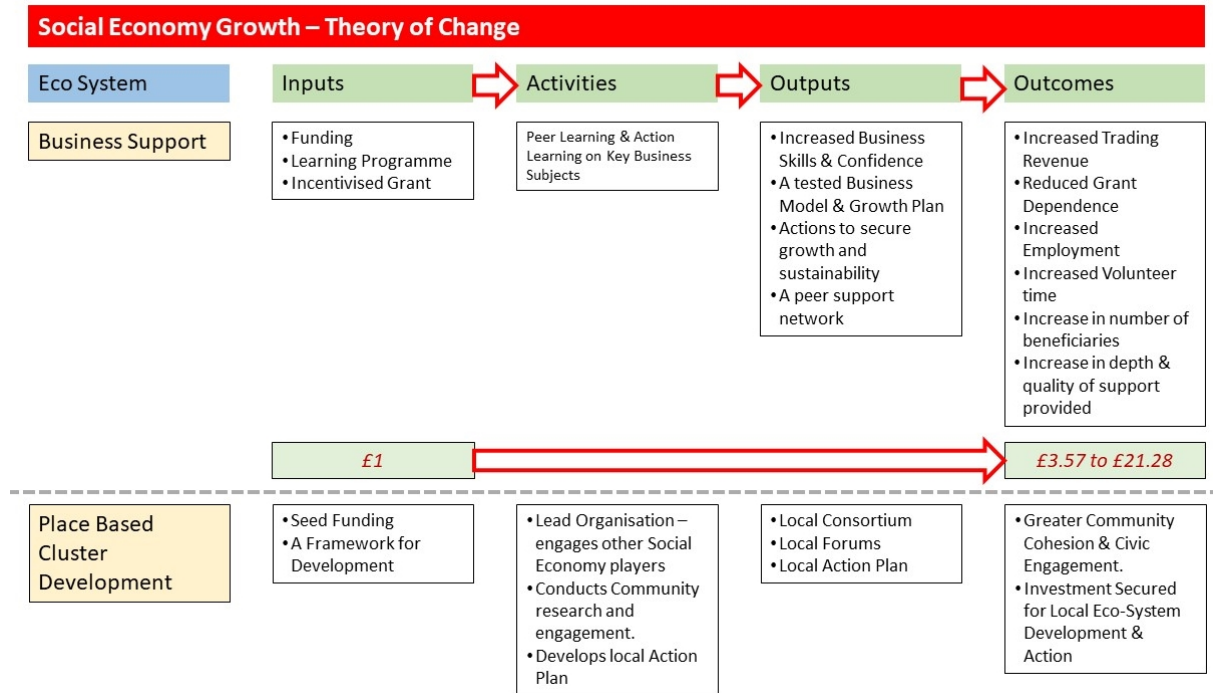
Table 9

	Option 1	Option 2	Option 3	Option 4
Net Costs (opex)	£0	£1.5 m	£2 m	£2.225m (£2m from CWGLF + £150k WMCA + £75k PtC)
Benefits that arise (monetary and non-monetary)	£0	Up to £2 m SROI Supports 45 SEs & 2 Clusters	£? Supports only 4 organisations with growth potential	Between £5.8m & £35m SROI Supports 120 SEs, plus 40 additional on Investment & Procurement Readiness + 7 Clusters
Risks associated	Reputational risk to WMCA after public launch of programme. Especially with Social Economy players.	Some new start-ups and early-stage enterprises fail.	No evidence base. High risk that no benefits arise. Too many eggs in too few baskets	Minimised, spread and manageable

2.5 RECOMMENDED / PREFERRED OPTION

Please confirm which Option you deem to be the preferred option. Conclusions should be drawn on each of the different options considered in terms of cost, benefit, risk and its ability to meet the spending objectives.

Theory of Change



Option 4 - Preferred Route

This is the route proposed by the Social Enterprise Task Force and described in the Social Economy Growth Framework with updates to reflect the current market conditions.

Business Support programmes for 120 organisations plus 7 local Clusters with budgets for Communication, Engagement, Measurement & Evaluation and contingency. Delivered by trusted partners with experience, a strong track record and evidence base. It also enables targeted capacity building around Investment & Procurement Readiness. This option produces the largest SROI benefit and spreads the least and most manageable risk.

It also provides the best signal of WMCA commitment to growing the Social Economy with the largest number of beneficiaries across the entire region and helps with engaging support across the sector and key local authorities.

Option 1 - BAU/No Action

Whilst this has zero financial cost it does nothing to grow the economy and has zero return. There is however a reputational risk to WMCA having made a commitment 3 years ago. There is a risk, therefore, that Social Economy organisations disengage with the process and are left with bad experience of years of engagement.

Option 2 - Reduced Programme

67% of the preferred route would provide a much-reduced return in that it would only support 45 businesses and 4 clusters. It would leave at risk, a significant part of the Social Economy. It also risks sending out the wrong messages about the WMCA commitment to the sector.

Option 3

A sizeable investment and support for a small selection of Social Economy organisations could benefit a few with limited and localised reach but high risk of focussing on a very small proportion of the sector. This does not signal 'growing the social economy' and leaves large numbers of vulnerable people without the help they need.

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

3.1 EXPECTED OUTPUTS

List the goods, services and works that will be procured in relation to the recommended / preferred option within the table below:

<i>Table 10</i>	
Output 1	A programme of business support to 120 Social Enterprise organisations plus 40 on investment & procurement readiness across the region enabling them to improve business skills and confidence
Output 2	The development of local area plans led by a local anchor organisation and involving all Social Economy and other stakeholders in those localities.
Output 3	A series of workshops and training events to raise awareness and understanding of the public sector procurement process and how social investment can facilitate increased %age of public sector contracts with Social Enterprise.
Output 4	A marketing & communications strategy to demonstrate WMCAs commitment to growing the Social Economy and Inclusive Growth
Output 5	Reengagement of Social Economy organisations and revitalisation of networks.
Output 6	Collaborative activity in at least 7 localities across the region with connectivity created between the networks.
Output 7	An evidence base of impact data to better demonstrate the Social Return and secure future investment

3.2 ROUTE TO PROCUREMENT AND EXISTING RULES AND REGULATIONS

State the ability of the marketplace to provide the required goods or services and the attractiveness of this proposal to potential service providers. Also include detail on how the respective procurement and legal teams have been consulted with regards to the impact of subsidy control on the project (including HR/IT personnel implications).

For the business support elements there are 3 key organisations that have been engaged in the process to date, who have the capacity skills, experience and track record and are eager to deliver this programme. They are iSE, School for Social Entrepreneurs and Aston Business School. There will be others across the region within the Social Economy, Academia and Private Sector able to deliver parts at least. These elements would be broken into Lots to enable organisations to bid on those parts they have most experience in and capacity to deliver.

For Clusters, there is work to do around selecting these areas and lead organisations. Knowledge will exist in the 7 main Local Authorities on where these clusters would be best located and who the lead organisation might be. Solihull and Wolverhampton are already interested and would be able to support. This presents an opportunity to engage LAs more closely in the overall strategy. An 8th Cluster will be selected with support from Power to Change who are contributing financially.

In terms of Communication & Engagement, there are existing channels and networks through which this can and best happen – for example, BSSEC, iSE, SSE, SWEDA, CWCDA, CVSSs, etc. There are also events on the horizon such as the Social Enterprise Drive which has been Birmingham/Digbeth focused but should extend across the region.

Data collection will be built into this work stream and could be built into other external activity if we are clear what data needs to be collected and why. For example, the Arts Council sponsored programme at SSE was primarily interested in the leadership skills and confidence growth of participants. However, revenue, employment, volunteering and beneficiary reach were also impacted but not formally recorded. It would not be difficult to embed these metrics.

Business Support will be a competitive process, managed through the WMCA Common Assessment Framework process and subject to contract.

Finance have been provided with spend projections to End March 2025.

The Cluster element and lead organisation will be selected by local authorities (and Power to Change) with support from WMCA Strategy, Integration and Net Zero Directorate. Clusters will develop an outline work plan against a template and contractual arrangements set against this.

Procurement and Legal Teams have been provided with details of this Business Case and have no specific comments at this stage. They have already seen and approved the contracts and agreements with two key partners, Power to Change and Barrow Cadbury Trust. Draft specifications for the two key elements – Business Support and Place based Clusters have been provided for consideration. They will continue to work with the SRO and Programme SRO on the best procurement route and to ensure legal compliance.

3.3 CHARGING MECHANISM

State how the project intends to make payment for its key services and outputs over the expected lifespan of the contract(s) and to tie down risks in the charging mechanism. Include details of the contract for the deal.

Payments for key services should be made at quarterly intervals, in advance, during the duration of the programmes with a %age held pending final impact report. Projections, based on £2.0m CGLF, are:

Q1 23/4	Q2 23/4	Q3 23/4	Q4 23/4	Q1 24/5	Q2 24/5	Q3 24/5	Q4 24/5
0%	26%	8%	15%	26%	0%	0%	25%

NB: *Payments in advance is necessary in a sector with limited working capital or reserves and where much of its funding is ring-fenced.*

3.4 RISK APPORTIONMENT

Clarify the potential risk apportionment and identify how the service risks in the design, build, funding and operational (DBFO) phases of the project may be apportioned between the public and private sectors. This should align to the Risk Register appended to this BJC

Selected providers will be expected to adhere to the terms of the contract.

The Business Support and Cluster development would be co-designed with providers and participants.

For Business Support, providers will bid in against a clear specification and desired outcomes. They will be required to design the precise delivery with the participating entrepreneurs to ensure individual skills gaps and barriers are addressed.

Following completion of the main Business Support programmes, participants will receive additional one to one tailored support through the 'Sustain' element to ensure lessons learnt are being applied effectively and any remaining barriers are addressed.

For Cluster development, expressions of interest will be sought against a clear set of objectives and outcomes. These will be discussed in detail with LAs to select the most fruitful and provide additional support.

Clusters will be connected to share learning and best practice. The aim being to create a network of connected communities who will continue to share and support each other.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

A summary of the overall affordability of the project and the funding that has been secured to date must be provided.

All secured funding identified below should be verified by a written confirmation attached to this BJC with details of any conditions etc.

Table 11

	Status (Secured / Not Secured)	£M
Gross Costs		£2,225,000
Revenue	Not Secured	£2,000,000
Revenue	Secured	£225,000
Capital	n/a	£0
Total		£2,225,000

Table 12

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
CWGLEF	£2,000,000	89.9	Not Secured	CWGLEF grant funding (pending government sign-off)
WMCA core budget	£150,000	6.7	Secured	Paid out as grant funding to Barrow Cadbury Trust
Power to Change	£75,000	3.4	Secured	Grant funding (with WMCA)
Total	£2,225,000	100		

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

A written summary of the overall affordability of the project and the funding that has been secured to date must be provided. Where there is a shortfall in available funding, provide details of how this will be addressed, and the level of contingency included.

WMCA has already committed £150,000 and lodged with Barrow Cadbury Trust who will manage the grant giving element to the Clusters at nil cost.

Power to Change have committed to working in partnership with WMCA and are part funding the 'Strategic Lead for Social Economy Growth' post plus committing **£75,000** towards Clusters, Communication & Engagement and Monitoring & Evaluation.

The remaining £2 million is being sought from the Commonwealth Games Legacy Enhancement Fund.

£10,000 of this is held in contingency with the primary objective of using it to support emerging opportunities.

Complete the table below to provide an overview of WMCA funding:

<i>Table 12</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	Grant
Funding Commencement Date	01/04/2023
Funding Completion Date	31/03/2025
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	The grant will need to be claimed quarterly in arrears from DCMS, requiring WMCA to cashflow this.
Any Conditions Precedent? <i>e.g. securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	The programme will be delivered over a 9-to-12-month window which, allowing for the approvals process, tendering lead-times, recruitment of participants, management of participant Match Trading grants and monitoring & evaluation will extend this to March 2025, start to finish. The delivery partners will be required to report on the key metrics of distance travelled in skills & confidence, income gains, jobs created, volunteering hours and beneficiary reach. This will take place at the start (baseline), middle (progress) and end (outcomes) stages of delivery.



SINGLE ASSURANCE FRAMEWORK

	<p>A separate external independent evaluation is likely to dig deeper into the effectiveness of the programme.</p> <p>Participants will receive grant support as part of the programme. For smaller start-up organisations this will be a business development grant dependant on participation. For larger organisations on a growth or accelerator programmes, the grant will be conditioned on increased trading income on a £ for £ basis up to specified limits. This becomes unrestricted funds.</p> <p>Grants and funds can only be used for business development.</p>
<p>Order in which WMCA Funding is to be drawn</p> <p><i>1st/2nd/3rd</i></p>	<p>See above payment schedule 3.3</p>
<p>Work streams for which WMCA Funding is available to be drawn against</p> <p><i>e.g. all / workstream 1, 3 and 4 etc.</i></p>	

4.3 BORROWING SUMMARY

Please state if any element of the project costs is to be financed by borrowing. No

If applicable, please complete the following table and provide an explanation of the borrowing required to fund this project:

<i>Table 13 – Not applicable</i>	
Principle expected to be Borrowed	£0
Source of Finance	n/a
Loan Type	n/a
Interest Rate Assumed	n/a
Loan Term	n/a
Expected Loan Draw Down Date	n/a
Repayment Source	n/a
Other costs Associated with Borrowing	n/a

4.4 CASHFLOW

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates as required and number of funding sources.

<i>Table 14</i>					
Year (fiscal)	Q1-2 23-24	Q3-4 23-24	Q1-2 24-25	Q3-4 24-25	Q1-2 25-26
Income (£)					
Revenue	0	743,800	923,300	£0	557,900
Expenditure (£)					
Revenue	(570,800)	(513,800)	(582,500)	(557,900)	0
Net position	(570,800)	(340,800)	0	(557,900)	0

4.5 STAKEHOLDER SUPPORT

Evidence of stakeholder support must be provided where other public sector organisations are funding the project's outputs and services.

No other public sector body is involved in funding this programme. There is however external investment by Power to Change

The agreements and arrangements associated with these are attached.

Plans have been developed through the Social Economy Task Force and this sector engagement will continue via an Advisory Group.

For the Clusters programme the proposal is to work closely alongside the 7 main WMCA LA members in selecting and supporting development. There will be an 8th Cluster, with funding from Power to Change, with particular emphasis on Community Business. Opportunities or the need for further LA investment will be explored. For Business Support, LA involvement in recruitment would be welcome.

For the Business Support programme, there will be specialist training providers for the Business Support programmes who will work with the Social Economy Lead. However, we are keen to engage the 7 Met Authorities in all Social Economy growth activity, to help secure the desired outcomes, help with region wide participation and to seek synergies and avoid duplication with local activity.

For the Place based 'Clusters' we will be relying heavily on local authority knowledge and experience and have asked them to select the area and lead organisation. We, and the local clusters will work closely in partnership with each local authority lead.



SINGLE ASSURANCE FRAMEWORK

There will be a Social Economy Advisory group set up to inform future plans. Local authority officers will be invited to participate.

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation i.e., include detail on:

Governance and decision-making arrangements

The Social Economy Growth Programme will fall within the overarching governance arrangements for the CWGLEF, which will have the following components:

- Core project team members from WMCA delivery portfolio for Senior Responsible Officer, Pillar SROs, Governance and Finance will remain throughout project delivery to ensure that there is both consistency in delivery approach and knowledge retention, adding in other areas of the business as requires such as Programme Assurance, Procurement, Human Resources, Legal and Monitoring & Evaluation.
- An internal programme team will continue through the life of the programme, being adjusted as necessary to best support the programme as it develops and grows. This will be reviewed and confirmed for the start of the delivery stage. The programme team will meet monthly (possibly more regularly at the start of the mobilisation/delivery stage). Those monthly meetings will include reports on key workstreams and provide the required details for informed decision making for WMCA as the accountable body.

The Programme Management team will be given authority to deal with small deviations from the plan, handling changes, problems and changes. These will be agreed during the project initiation and reviewed periodically. The project will also be managed live to the possibility that governance arrangements will need to be modified as the project is delivered over the course of the programme. The SRO for the programme will make the decision where items need to be escalated to WMCA Senior Leadership Team and/or WMCA Board.

It is also anticipated that the CWGLEF will have a Steering Group with partner representation. The purpose of the Steering Group will be to ensure that there is stakeholder engagement with the programme as it progresses and a mechanism for resolving any issues that require input from partners. It will also allow for regular progress updates on finances and outcomes as well as risk reporting.

For the specific Social Economy Growth Programme, there will be ongoing sector engagement on programme delivery through the Social Economy Advisory Board.

Key programme decisions and risks will be discussed with the Advisory Board as appropriate, but decision-making will run through the CWGLEF governance internal to WMCA, i.e. firstly through the Programme SRO, then the Director-level SRO, and through the Programme Management Team and/or Executive Board as appropriate.

SINGLE ASSURANCE FRAMEWORK

The Business Support elements will go out to competitive tendering against a clear specification and outcome targets. The selection of provider(s) will be based on:

Measure	Weighting
Quality - Track record and experience in delivering similar programmes, including grant giving. Evidenced by Impact data and testimonials from past programme evaluations and data gathering.	60%
Time – The ability to deliver outcomes and evaluation within the specified time frame.	20%
Costs - including Direct & Indirect apportionment.	20%

The selection process for clusters will need to be informed by the knowledge within Local Authorities for 7 of these and Power to Change for any community business focused cluster. These organisations are best placed to judge where the greatest need, best conditions and lead partner is based.

Contract & Project Management arrangements

Business Support providers will be required to submit a methods statement in bids.

Cluster lead organisations will be required to submit a stakeholder engagement and work plan prior to funding.

Title	Frequency	Attendees	Aim
Business Support Kick of meeting	One-off	Programme SRO and Providers	Agreeing scope, budget, timescales, ownership of risks
Cluster Kick of meeting	One per Cluster	Programme SRO, LA Lead & Cluster lead organisation	Agreeing scope, budget, timescales, ownership of risks
Quarterly Review Meetings	Quarterly	Business Support – Programme SRO & Providers Clusters - Programme SRO, LA Lead & Cluster lead organisation	To monitor progress, attendance by participants, progress towards outcomes, risks, deviations and engagement as appropriate
Project Closure Meeting	One-off	Programme SRO, Providers, Cluster Leads and Cluster participants plus SE Advisory Group members	Review of project, evaluating outcomes and collecting lessons learnt
Project Celebration Event	One-off per business support programme & one for Clusters	Programme SRO, Senior SRO, WM Executive Director, WM Board, CGLF Board & Investment Committee other	A celebration of the programme(s) successes, highlighting the achievements and outcomes

		Stakeholders, Funders & VIPs	
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Change management arrangements (inc. reference to WMCA Change Process)

Progress is monitored through regular formal reviews and in ongoing discussions.

Providers for the Business Support and Lead organisations for the Clusters will notify the Programme SRO as soon as they believe a change is necessary.

Programme SRO will meet with the organisation(s) to discuss the cause and need for a change and the impact that this might have in terms of financials, timing or outcomes.

Reference made to the risk register to determine if mitigating actions have been applied or appropriate.

If change justified, the request will be elevated as per the process for WMCA Change Management - to Senior SRO -> WMCA Executive Director -> Executive Board. Elevation to WMCA Board if deemed necessary.

Benefits realisation & Post evaluation arrangements

Business support providers and Cluster Lead organisations will submit quarterly KPI reports to support the quarterly review meetings.

Business Support Providers will gather data from participants on key metrics such as income growth, employment, volunteering and beneficiaries supported. This will take place at the start (baseline), mid-point and programme end.

An external independent evaluation of impact will be commissioned which will focus on outcomes and learning points.

Business Support data will be collected at the start, middle and end of the programme and held securely by the provider organisations. The summary level data will be provided to WMCA and held in password protected files and held securely in SharePoint. This will include hard data and case studies.

Cluster data, primarily case studies, will be collected at least quarterly by the support organisation and kept securely in password protected files on SharePoint.

The summary impact data and case studies will be presented in an end of project report

The exact tools and mechanisms are in discussion with the Head of Research, Intelligence and Inclusive Growth within the SINZ team and the wider Monitoring & Evaluation Team across all Commonwealth Games Legacy funding.

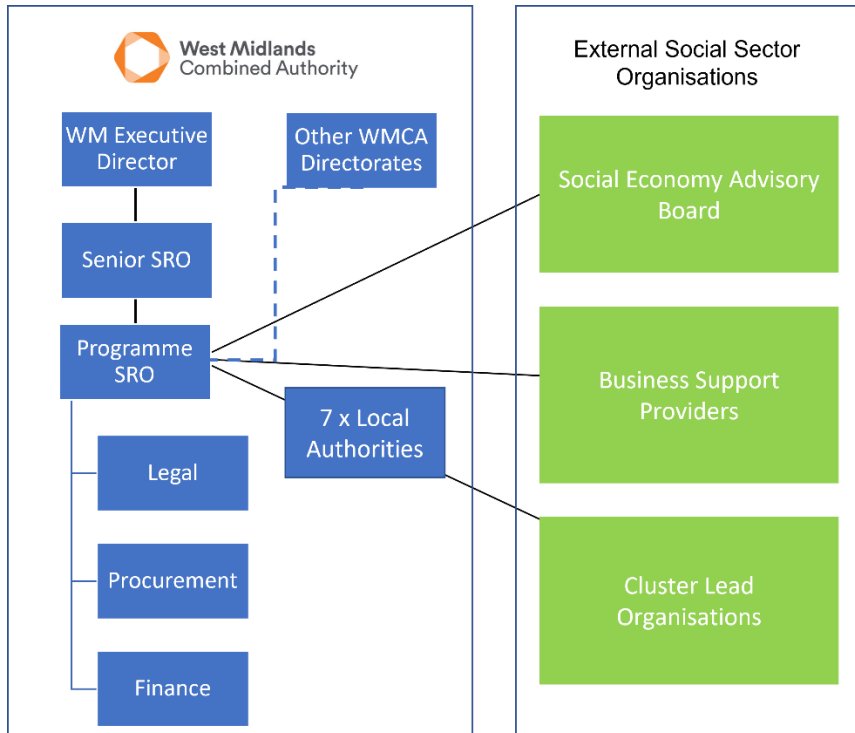
5.2 PROJECT SCHEDULE FOR DELIVERY

The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this BJC. Include a longstop date by which all monies for development of this SOC needs to be drawn.

<i>Table 15</i>			
#	Milestone	Start Date	End Date
1.	Secure funding CWGLEF	Immediate	30 June 2023
2.	Project specification, outcomes, KPIs and Project Management arrangements	13 Mar 2023	15 May 2023
3.	Discussion and enrolment of LAs in Cluster decisions	13 Mar 2023	30 May 2023
4.	Issue ITT for Business Support Programmes, select providers & issue contracts.	3 July 2023	29 Sep 2023
5.	Select Clusters & Lead organisations (LAs)	3 July 2023	29 Sep 2023
6.	Provider & Cluster Kick off meetings & Commence	2 Oct 2023	5 Oct 2023
7.	Participant Recruitment Business Support	6 Oct 2023	22 Dec 2023
9.	Commence Business Support Programmes & Complete – including Evaluation	9 Jan 2024	28 Mar 2025

5.3 PROJECT ORGANOGRAM

Insert a Project Organogram which includes distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram.



The above posts are already in place except for the Business Support Provider(s) which will be appointed through a competitive tender process.

5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R), Accountable (A), Consulted (C) and Informed (I).

Table 16

	C Rapson Prog SRO	M Brown Senior SRO	E Cox WMCA Exec	A Risvi Finance	U Patel Legal	V Zhou Procurement
Programme Spec & Framework	R	A	A	I	I	I
ITT Business Support	R	C	A	I	R	R



Cluster LA nomination and/or EOI	R	C	I	I	R	R
Cluster Agreements	A	C	I	I	R	R
Provider Contracts	C	C	I	R	R	R
Provider & Cluster Briefings	R	I	I	I	I	I
M&E & KPIs	R	C	C	I	I	I
Sector Advisory Group Management	R	C	C	I	I	I

5.5 USE OF SPECIALIST ADVISERS

Specify what support and SME advice is required from outside the project team. Include both resources inside your organisation (e.g., legal and finance) and those outside (e.g., technical consultants)

Legal, Procurement & Finance will be responsible for issuing ITT/EOI and contracts to provider and lead organisations based on a spec and brief from the Programme SRO.

Research & Intelligence Team will be engaged in M&E activity.

Power to Change are a delivery and investment partner.

Barrow Cadbury Trust will manage the grant making for Cluster work.

The Social Economy Advisory Group will provide support and advice to provide input to sector needs, communication via networks, and ensure transparency of the procurement process and that mission goals are adhered to.

5.6 RISK AND ISSUE MANAGEMENT

State how risk is managed and confirm that the risk register is an integral part of project management meetings. The information provided should align to the Risk Register and Issue Log attached with this BJC.

Risk is managed through contracts, payment schedules tied to submission of status reports and through regular one to one meetings with the Business Support providers and Cluster Lead organisations.

Risk Register and Issue Log appended. These will be regularly reviewed and actioned by the Programme SRO.



SINGLE ASSURANCE FRAMEWORK

Provider organisations and Cluster lead organisations will be required to produce a risk register and there will be regular monitoring meetings. Any variance will recovery a recovery plan, more significant variance will be flagged with the relevant Executive lead, plus there will be a Social Economy Advisory group established to oversee plans and delivery.

However, further guidance will be sought from the Business Improvement Team on how best to develop this before it goes to tender or place based investments are made.

5.7 PROJECT ASSURANCE

Set out the arrangements for project assurance, including the use of Cabinet Office Gateway Reviews. Other sources of assurance should be considered: technical, quality etc. Specify the probable timescales for undertaking project implementation and post evaluation reviews.

Gateway meetings will take place on a quarterly basis where remedial action, where necessary, is taken by providers and lead organisations.

Business Support Providers to provide regular satisfaction and attendance reports from participants. Reports will also be made on grant pull down for participants on a Match Trading/Trade Back programme.

Business Support providers will also provide key outcome metrics data on trading income, employment, volunteering & beneficiary reach at the start (base-line) mid-point and end plus a full evaluation report at the end of funding.

Clusters will provide regular reports on levels of engagement with local social economy organisations. Success will be measured by the level of engagement and the production of a local action plan with potential funding sources at the end of the project.

Timescales

Business Support - From confirmation of funding, 3 months will be required to issue ITT, evaluate responses and appoint the provider(s)

Clusters – From confirmation of funding, 3 months allowed if EOI is required. This can be shortened if LAs select locality and lead organisation.

Post evaluation reviews will be completed by the end of the funding window (March 2025)

5.8 CONTINGENCY ARRANGEMENTS

Set out the contingency plans in the event of any delays or disruptions to anticipated services.

Business Support Programmes

- Low numbers of applications can be addressed by extending the application deadline and additional marketing.
- Slippage to start dates can be addressed by compressing the programme delivery time frame.
- Poor attendance by participants can be addressed through a minimum attendance requirement for grant support, a formal learning agreement and facilitator/peer pressure.

Clusters

Poor engagement with local Social Economy organisations can be addressed through conditional financial payments, one to one meeting with the Project SRO and actions/target setting.

5.9 LESSONS LEARNT

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing Lessons Learnt during this project.

The proposal is based on detailed research, benchmarking, data collection and discussion from highly experience individuals working in the Social Economy. It is the conclusion of several years discussion since the objective was declared.

Evaluation & Impact reports from The School for Social Entrepreneurs across various funded programmes, the Match Trading Task Force, Aston Business Schools 10k Goldman Sachs programme, and Power to Change Community Business programmes. have been used to judge the anticipate range of Social Returns

This is phase 1 of a programme spanning 10 years and will be used to gather impact data to better inform future investment decisions.

5.10 MONITORING AND EVALUATION

Set out a summary of the outline Monitoring Evaluation arrangements for the project and milestones leading to Project Evaluation.

Include detail on the following:

How performance will be measured? – Indicator/metrics

There will be an overarching evaluation framework across all CWGLEF pillars that will identify outcomes for each and will be linked to the indicators for which data will be captured against the Social Economy programme, such as:

Business Support Programmes

- Measurement of increases in soft outcomes of skills and confidence from a base position at the start of the programme, in the middle and at the end.

Key metrics for ultimate hard outcomes will be:

- Increase in trading income
- Increase in numbers of people employed
- Increase in volunteer contribution
- Increase in the number of beneficiaries and/or depth of support provided

Clusters

- Engagement of local Social Economy organisations
- Engagement of residents in the local area
- Development of a local action plan and ecosystem

M&E learning to inform the driving policy and or the project/programme.

Available data on the social economy sector is limited and designed for bespoke purposes relating to other programmes. The data used here in forecasting impact and calculating return on investment comes from The School for Social Entrepreneurs across various funded programmes, the Match Trading Task Force, Aston Business Schools 10k Goldman Sachs programme, and Power to Change Community Business programmes.

Timescales

The evaluation funded in this proposal will be completed by the end of the funding period (March 2025) but will form the basis for longitudinal evaluation over the full duration of the Social Economy Growth programme. The initial evaluation will provide a baseline, and the impact of 12 months of investment. This will be followed up in subsequent funded activity over at least 5 years.

Data from the Business Support programme will be easy to collect from the 120 participants in that programme. Contracts with providers will include a requirement to collect and feedback on key outcomes in real time so that progress can be monitored. Learning agreements with participants will require they feedback data as part of longitudinal research.

Data on Outcomes from the Place Based Cluster work will be more complex and ultimately determined by the production of an action plan, funding secured as a result and the eventual impact of that funding.



MANDATORY APPENDICES REQUIRED FOR THIS BJC

The following documents must be appended to this BJC:

APPENDIX	PROVIDED (Y/N)
Risk Register and Issue Log	Y
Written Confirmation/s of Confirmed Funding Power to Change Contract	Y
Project Schedule	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	N/A
If CRSTS, DfT Additional Appendix	N/A
Barrow Cadbury Trust Agreement	Y



Investment Board

Date	19 th June 2023
Report title	Mobilising Plan for Growth Business Justification Case
Portfolio Lead	Councillor Ian Brookfield
Accountable Chief Executive	Laura Shoaf – Chief Executive West Midlands Combined Authority
Accountable Employee	Ed Cox - Executive Director - Strategy, Integration and Net Zero
Report has been considered by	Investment Panel – 22 May 2023

Recommendation(s) for action or decision:*

The Investment Board is recommended to:

- (1) Approve £3,250,000 from the Commonwealth Games Legacy Fund to commission business support schemes which help achieve the objectives of the West Midlands Plan for Growth.

1. Purpose*

- 1.1 There is currently a lack of intensive support in the West Midlands for high-growth companies and for companies who wish to transition into the high-growth clusters identified in the Plan for Growth. The proposal detailed in this report will fill these gaps with high-quality business support and achieve part of the objectives to rapidly grow the regional economy.

2. Background*

- 2.1 The Plan for Growth aims to grow the economy in the West Midlands at the fastest rate outside of London. To achieve this, support for businesses needs to focus on high-growth clusters where the West Midlands has comparative advantage.
- 2.2 Until now, most business support in the country was part-funded by the European Regional Development Fund (ERDF). Projects funded by ERDF are rapidly coming to an end following the UK's departure from the European Union.
- 2.3 Several of the business support programmes available regionally and nationally were aimed at high-growth companies (companies who have grown their revenue by 20% year-on-year, for three consecutive years) and at companies in specific supply chains such as the civil nuclear industry or offshore wind.
- 2.4 To achieve the aims of the Plan for Growth, these gaps need to be filled for local businesses. Rather than relying on national provision which doesn't entirely meet our aspirations, there is now an opportunity through the Commonwealth Games Legacy Fund to commission bespoke support that can provide exactly what is needed as outlined in the Plan for Growth.
- 2.5 WMCA Board in March 2023 approved a budget of £3.25 million for Mobilising Plan for Growth. It is proposed to split the budget over the following three strands:

Strand	Budget
High-growth Support Programme	£1.75 million
Supply Chain Transition Programme	£1 million
Mobilising Plan for Growth	£0.5 million
TOTAL	£3.25 million

- 2.6 The strands will assist 210 businesses registered or operating in the seven-met WMCA geography and grow their revenue by an additional £31.2 million. It will help them create an additional 210 full-time equivalent new jobs. In addition, 45 of these businesses will also be supported to work on new research and development projects.
- 2.7 Specifications for each strand are being prepared to procure providers to deliver the High-Growth Support Programme and the Supply Chain Transition Programme starting in September 2023 and lasting for 18 months, to end in March 2025.
- 2.8 Delivery of the High-Growth Programme will be through a combination of facilitated workshops, networking events, intensive one-to-one coaching and online alumni networks which will continue beyond the end of the formal programme.
- 2.9 The Supply Chain Transition Programme will consist of facilitated workshops designed in collaboration with prime customers in the eight priority clusters detailed in the Plan for Growth, Meet-the-Buyer events and a small element of one-to-one coaching.

3. Strategic Aims and Objectives

- 3.1 The proposals in this report will directly assist with achieving the first WMCA Strategic Aim to promote inclusive growth in every corner of the region. It will contribute to four of the six objectives by:

- focussing on priority clusters
- creating the optimum conditions for businesses to grow, by ensuring they have the support needed to scale up and succeed
- investing in training and skills programmes that help businesses grow
- ensuring public and private investment opportunities create good work opportunities for local people and more contracts for local businesses

3.2 The proposals directly align to the aim of West Midlands Plan for Growth to pinpoint economic clusters where the region can ignite above-forecast levels of growth by boosting private-sector investment. They will complement the West Midlands Co-Investment Fund by helping develop the pipeline of investable propositions for this Fund.

4. Financial Implications*

4.1 The budget of £3.25m was approved at WMCA Board on 17th March 2023.

4.2 This will be all revenue expenditure, including funding toward Monitoring and Evaluation performance monitoring and reporting activity, supporting the projects with the Economic Delivery, Skills and Community Directorate.

4.3 The procurement of services or issuing of grants will be subject to agreed financial due diligence, with all contracts or agreements including appropriate clauses to protect WMCA finances and mitigate risk, such as payment on performance, clawback, payment quarterly in arrears, etc.

4.4 Payments from the Department for Culture, Media and Sport for expenditure within the Commonwealth Games Legacy Fund will be made quarterly, in arrears.

5. Legal Implications*

5.1 Legal will provide ongoing advice in relation to the commissioning, procurement, and delivery of the project.

5.2 Legal will assess whether any conditions and obligations imposed on WMCA by virtue of the Commonwealth Games Legacy funding will need to be passed on to delivery providers and/or end users by way of contract terms or funding agreements.

5.3 Legal will assess the application of any subsidy control considerations in relation to the use of the funding to deliver the project.

6. Single Assurance Framework Implications

6.1 The funding requested is part of the £70 million allocated to the WMCA by the Department of Culture, Media and Sport through the Commonwealth Games Legacy Fund.

The project team have been fully engaged in the SAF process. Although the business case would benefit from further development, improvements were made to the BJC following the initial BCAT recommendations and this provides more confidence around successful delivery.

The appraisal recommends the BJC is approved, caveated as follows:

1. Project team should complete SAF training available via WMCA Learning Pool to help strengthen future business case submissions.
2. Project team to connect with those accountable for delivering the Carbon Literacy Programme within WMCA to explore resources available for the proposed net zero / carbon emission course syllabus.
3. Submit to a Project Health Check from Programme Assurance team. Date tbc.
4. Engage with WMCA's Inclusive Growth team to understand the toolkits available to support alignment to WMCA Inclusive Growth policies.
5. Work with Ian Matin / Aanisah Begg on the commercial activities.
6. Consult with Mike Webb from the LINC (Local Investment in Natural Capital) Programme.

7. Equalities Implications

7.1 The contractors will be tasked via the brief to ensure both programmes attract a diverse audience, through:

- Making sure marketing materials are inclusive, free of stereotypes, representing a variety of people and using inclusive language.
- Considering partnering with local organisations that serve diverse communities to reach a wider audience and understand the needs of diverse learners.
- Promoting the programmes in media outlets that reach diverse audiences, including online and traditional formats.
- Ensuring the programme is accessible to people with disabilities by providing transcripts, captions, and other accommodations.
- Creating a learning environment that is welcoming and inclusive, respectful of all learners, regardless of their background or identity.
- Providing opportunities for learners to network with each other, help them build relationships and support each other. This can be done through online forums, in-person events, or social media.
- Evaluating the efforts to recruit a diverse audience via surveys and other data so improvements can be made during the contract.

7.2 These measures are part of wider approach to attracting a more diverse audience to business support that will be developed through Business Growth West Midlands.

8. Inclusive Growth Implications

8.1 The activity included within Mobilising Plan for Growth will contribute to inclusive growth in the West Midlands in several ways. The High growth programme and the Supply Chain Transition Programme will:

- create new secure jobs with a more resilient customer base.
- support the participants to invest in training for existing employees or create new employment opportunities so that they are for people from all backgrounds, including those who are underrepresented in the workforce.

- boost wages for the employees of the participants. This can directly and indirectly help to reduce poverty and inequality as those employees spend their wages on local services.
- improve quality of life by contributing through corporation tax, National Insurance contributions, income tax via their employees, taxes and duties on supplies and potentially higher business rates if they expand their premises. These taxes will indirectly fund public services. These services can benefit everyone in the region, regardless of their income level.
- attract new businesses to the West Midlands. Developing a supportive business environment will make the region more attractive to businesses that are looking to relocate or expand.
- encourage and support participants to innovate. High-growth businesses and businesses in growth sectors are more likely to innovate than slow-growing businesses or those in declining industries. This innovation will boost competitiveness and productivity.
- benchmark the carbon footprint of participants as they start and will include content to help them reduce carbon emissions and waste. After completion, participants should demonstrate improved efficiency in their energy and fuel use.

9. Geographical Area of Report's Implications

The programmes will be available to businesses with an operational base or registered in the seven local authorities of the WMCA.

10. Schedule of Background Papers

Mobilising Plan for Growth Business Justification Case
 Mobilising Plan for Growth Risk Register
 Mobilising Plan for Growth Project Plan
 Mobilising Plan for Growth Monitoring and Evaluation Plan

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Business Justification Case

Single Assurance Framework



West Midlands
Combined Authority

BUSINESS JUSTIFICATION CASE

The purpose of the **Business Justification Case (BJC)** is to:

Act as a single stage business case, using the Five Case Model, for the delivery of relatively low risk spend for which firm prices are available.

A BJC may be considered within WMCA for smaller items of spend, which:

- Are not novel or contentious and
- can be procured from an existing pre-competed arrangement whilst
- recording the findings of the procurement phase to identify the option that offers the 'most economically advantageous tender' (MEAT) and best public value.

To support better spending, investment decisions and better procurement, this Business Justification Case should be written using West Midlands Combined Authority (WMCA) guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROJECT DETAIL			
Project Name:	Mobilising Plan for Growth		
Programme Name (if applicable)			
Directorate (if WMCA internal):	Economy, Skills and Communities		
Organisation (if WMCA external):			
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?			
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Paul Edwards		
Programme SRO (if applicable)			
WMCA Executive Director:	Ed Cox		
Finance Lead:	Phil Cole		
Legal Representative:	Angela Willis		
Procurement Lead:	Brad Benson		
Other (i.e. HR / Health & Safety):			
VERSION CONTROL			
Version:	2.2	Date:	02/06/2023
BJC Prepared by:	Dan Carins	Job Title:	Policy Manager

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES

The West Midlands has a clear medium-term high growth strategy - the Plan for Growth - which aims to grow the regional economy by an additional £3.2bn by 2030. However, apart from £1.8 million allocated to develop and energise cluster-based interventions, no funding is currently targeted to achieve this strategy.

This proposal aims to jump-start the Plan for Growth by delivering two specific support schemes for businesses registered or operating in the seven constituent local authorities of the West Midlands Combined Authority area. It will maximise the legacy of the Commonwealth Games by helping to grow and develop the indigenous business base in the region.

Specifically, the proposal seeks to deliver two high growth business support schemes – a **High Growth Accelerator** and a **Manufacturing Supply Chain Transition Programme**. It will also allocate a small amount of funding to develop and, where possible, implement future interventions that unlock high growth across the region. These projects will deliver for our businesses in areas of acknowledged comparative advantage and unlock the growth potential of the West Midlands.

With a number of existing high-growth business support schemes in the region coming to an end during the course of 2023 following the departure of the UK from the EU and access to the European Regional Development Fund, new schemes such as these are vital. Although new business support schemes are being commissioned through the UK Shared Prosperity Fund, none are aimed at high-growth businesses or at maintaining quality or improving efficiencies within the West Midlands supplier base of key customers or industries.

Research by NESTA and The Scale Up Institute indicates that high-growth firms are disproportionately responsible for huge amounts of growth and job creation in the UK economy. “High-growth firms” are companies that have grown their turnover by at least 20% year-on-year for three consecutive years.

Existing or previous schemes aimed at high-growth companies, such as the Goldman Sachs 10,000 Small Business Growth Scheme are very popular but can only accommodate a small number of companies nationally each year. There are other national schemes, but they tend to be very niche and ad hoc, which makes it difficult for established businesses to identify them and plan for them – the schemes are normally aimed at younger and more agile businesses.

Based on delivery of similar projects, these schemes will achieve the following outputs:

	Businesses assisted	New R&D	Additional revenue	New FTE jobs
High Growth	50	0	£20 mil	140
Supply Chain	160	>45	£11.2 mil	70
Total	210	>45	£31.2 mil	210

FINANCE SUMMARY

Table 1	
Finance Summary	BJC (£ million)
Total Project Cost:	3.25
WMCA Funding Required:	3.25
WMCA Funding Stream:	CWG Legacy Fund
Funds Secured:	0
Funds Not Secured:	3.25

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Table 2

#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Increase the number of high-growth firms receiving quality support to manage their growth	0	Recruit 50 companies onto a high-growth programme with 90% average attendance	Workshops, 1-2-1 coaching, peer networking, networking events	Increased awareness of strategies, tools and business models to improve efficiency and accelerate growth in already successful businesses.	Promote inclusive economic growth in every corner of the region
2.	Raise the turnover of high-growth firms	£25 billion	Increase the turnover of participating companies by £31 million	Workshops, 1-2-1 coaching, mentoring, networking events, meet the buyer events	Improved ability to identify, bid for and win contract opportunities from important customers in priority sectors	Promote inclusive economic growth in every corner of the region

SINGLE ASSURANCE FRAMEWORK

3.	Support firms within supplier bases or who aspire to join to win/increase orders	0	At least 45 companies supplying new markets or new customers within two years of completion	Workshops, 1-2-1 coaching, mentoring, networking events, meet the buyer events	Improved ability to identify, bid for and win contract opportunities from important customers in priority sectors	Promote inclusive economic growth in every corner of the region
4.	Enrol suppliers of major customers in priority sectors (or companies who wish to become suppliers)	0	160 companies who already supply or want to supply major customers in priority sectors with at least 90% attendance	Marketing, targeting of existing suppliers, recruitment of subcontractors who demonstrate excellent industry links.	Increased awareness of support provision and of the business support ecosystem. Better future engagement and collaboration in the design of future programmes.	Promote inclusive economic growth in every corner of the region
5.	Firms supported to reduce carbon emissions	Carbon footprint of participants to be calculated using simple tools upon enrolment	50% of participants take steps to reduce carbon emissions (Scope 1, 2 and 3) within	A proportion of the course syllabus will be devoted to net zero	Raised awareness of strategies and tools to reduce carbon emissions	Reduce carbon emissions to net zero and enhance the environment



SINGLE ASSURANCE FRAMEWORK

			12 months of completion			
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1.2 EXISTING ARRANGEMENTS AND BUSINESS NEEDS

Several high-growth business support schemes have been run nationally and regionally in the past five years, for example:

- Aston Programme for Small Business Growth (Aston University, GBS LEP)
- Goldman Sachs 10,000 Small Business Programme (Goldman Sachs, national)
- Innovate 2 Succeed (Coventry University Enterprises, West Midlands region)
- Help to Grow (Aston University, Birmingham City University, Coventry University; national)

There have also been supply-chain development schemes available, such as:

- National Manufacturing Competency Level (Industry Forum, national)
- Supply Chain 21 (Aerospace Delivery Services, national)
- Fit for Nuclear (F4N, national)
- Fit for Offshore Renewables (Offshore Renewable Energy Catapult, national)

These act as proxy certification schemes, designed in collaboration with industry representatives. They give purchasing companies satisfaction that suppliers meet minimum standards such as those relating to environmental, social or governance criteria.

Funding sources for these schemes have now either ended or are uncertain. Many were funded via the European Regional Development Fund, others were funded through specific allocations granted through the sector deals in the Industrial Strategy of 2017. Of the high-growth schemes, only Help to Grow and the Goldman Sachs scheme will remain from April 2023, and neither of these are certain to continue beyond April 2024.

Following the departure of the UK from the EU and access to the European Regional Development Fund, the UK Shared Prosperity Fund has been created to respond to local business support needs. During negotiations with local authorities, none of the proposed activity is aimed at high-growth businesses or at maintaining quality or improving efficiencies within the West Midlands supplier base of key customers or industries.

There is a very high likelihood that from April 2023 there will be very limited national provision of support for high-growth companies and supply chain development; from April 2024 there is a risk the national provision will disappear completely.

Research by NESTA indicates that high-growth firms are responsible for a disproportionate amount of growth in the UK economy. Just 6% of high-growth companies generated half of the UK's employment growth between 2002 and 2008¹.

Existing or previous schemes aimed at high-growth companies, such as the Goldman Sachs 10,000 Small Business Growth Scheme are very popular but can only accommodate a small number of companies nationally each year. There are several other national schemes, but they tend to be niche and ad hoc, which makes it difficult for established businesses to identify them and plan for them, and more difficult for general business support provision to promote them. The schemes are normally aimed at younger and more agile businesses with specific interests and needs.

¹ [The Vital 6% | Nesta](#)

Regionally branded, dedicated programmes under direct control of the WMCA aimed at local businesses will be easier to plan for and promote in a targeted and consistent way. This will make it easier to engage and work with external partners without risk of breaching their commercial sensitivities or allegiances etc.

It is intended to procure two contractors through open tenders to deliver a high-growth programme and a separate supply chain transition programme.

According to the Scale-Up Institute, there were 1795 scale-up businesses in the Black Country LEP, Greater Birmingham & Solihull LEP and Coventry & Warwickshire LEP in 2022, with a total turnover of £35.65 billion². These include businesses not within the WMCA boundary, so an estimate of 1250 companies is to be used as a baseline for the project. There is no indication of geographic concentration in this report, and there is no intention for any area to be prioritised, as the principal objective is to support companies that are already growing fast to sustain or even increase their growth trajectory.

These companies will be identified through Companies House data and other tools available, together with a marketing campaign designed and conducted by the contractors, supported by and in collaboration with local authority account managers and Business Growth West Midlands staff.

The Supply Chain Transition Programme will be designed and delivered in collaboration with prime customers operating in the Plan for Growth priority clusters. These would include, for example, Nissan, Airbus, Jaguar Land Rover and JCB. Providers will be asked to demonstrate existing relationships with regional prime customers and a track record of successfully delivering similar schemes.

The target audience will primarily be businesses currently in Internal Combustion Engine supply chains. The West Midlands is one of the main concentrations in the UK of automotive suppliers. Again, companies will be identified and approached through existing tools and a marketing campaign in collaboration with Business Growth West Midlands and local authority account managers, including invitations sent directly.

Both programmes will complement the West Midlands Co-Investment Fund, and participants will contribute to the pipeline of investment plans that could be suitable for the fund.

The contractors will be tasked via the brief to ensure both the programmes are inclusive and attract a diverse audience, through:

- Making sure marketing materials are inclusive, free of stereotypes, representing a variety of people and using inclusive language.
- Considering partnering with local organizations that serve diverse communities to reach a wider audience and understand the needs of diverse learners.
- Promoting the programmes in media outlets that reach diverse audiences. This includes online as well as traditional formats.
- Ensuring the programme is accessible to people with disabilities by providing transcripts, captions, and other accommodations.

² [Local Area Summaries - ScaleUp Institute](#)



SINGLE ASSURANCE FRAMEWORK

- Creating a learning environment that is welcoming and inclusive, respectful of all learners, regardless of their background or identity.
- Providing opportunities for learners to network with each other, to help them build relationships and support each other. This can be done through online forums, in-person events, or social media.
- Evaluating the efforts to recruit a diverse audience via surveys and other data so that improvements can be made during the contract.

1.3 PROJECT SCOPE AND SERVICES

Table 3

The 'Essential' requirements

Without these requirements, the project would not be judged to be a success i.e. the 'must have'

High-growth and supply-chain development schemes must be delivered by providers who can demonstrate suitable **expertise, quality, experience and industry links** to convince already capable business-owner/managers that participation in the scheme is worth their time.

The schemes need to be delivered **either free of charge or at a heavily subsidised rate**. This is because participation requires significant input of strategic management of businesses to make a difference to business performance. Due to the target audience, losing the capacity of key managers and decision makers has a material impact on business performance, with no immediate return to compensate. This makes participation a risk for businesses.

Both schemes must be delivered at a sufficient **scale and depth** to create valuable learning opportunities for participants in addition to the content; i.e. through networking and inspiration of the other participants. Cohorts must be of a suitable size, usually between seven and 12 members to allow collaboration, trust and rapport; and take place over a sufficient period to allow relationships to develop. This sets a minimum size of the scheme.

The supply chain transition programme must be designed and delivered in collaboration with a principal customer, in order to provide legitimacy, practicality and attract companies to take part.

In addition to workshop/seminars, there must be an element of **1-2-1 coaching** to allow bespoke conversations between providers and participants. This is the most time-consuming element for providers and therefore the costliest.



SINGLE ASSURANCE FRAMEWORK

	<p>Both programmes must operate a robust and in-depth benchmarking process in order to identify challenges and opportunities to address during the workshops and coaching, and to measure performance against following completion.</p> <p>Good quality marketing material is essential to identify and attract businesses in sufficient numbers and to ensure that the businesses recruited are genuinely high-growth or have potential to supply the relevant markets/customers.</p>
<p>The ‘Desirable’ requirements</p> <p><i>The project may justify these requirements on a value for money basis i.e the ‘could have’</i></p>	<p>Previous regional schemes, whilst covering a broad geography, have tended to have a very local audience. For example, the first Help to Grow cohort of 15 at Aston University was entirely comprised of businesses from Birmingham, despite a national marketing campaign. It would be desirable for delivery to take place at accessible locations across the West Midlands, and therefore for delivery to take place face-to-face rather than virtually (to help develop trust, rapport and relationships between participants). This will have a cost implication for the providers.</p> <p>Upon completion of the workshops, “alumni” groups should be established to allow participants to continue communication either virtually or in-person and to share experiences. This would need to be managed by the WMCA as it would be a long-term commitment.</p> <p>The schemes will generate a lot of new ideas and inspiration for businesses. Key to the success of the schemes will be to how participants embed this new learning into their businesses immediately after completion of the scheme. To facilitate this, small grants may be available to contribute towards third party costs such as market research, design or other consultancy specific to individual participant businesses.</p>
<p>The ‘Optimum’ or ‘Highly Desirable’ requirements</p> <p><i>The project may justify these requirements on a marginal low cost and affordability basis i.e. the ‘nice to have’</i></p>	<p>The inclusion of short residential stay in a hotel for the participants, to help build the relationships between participants, and between the participants and the provider.</p>

1.4 KEY RISKS

The information provided should align to the Risk Register and Issue Log attached with this BJC.

Table 4

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	Failure to select delivery providers within the budget available	5	1	5	Paul Edwards	The budgets made available have been selected based on previous experience of similar schemes run locally in the past
2	Providers lack the appropriate expertise, experience, networks, ambition or tools to inspire change within audience	4	3	12	Paul Edwards	Robust brief and contract, careful selection of provider. Ability to review performance and adjust during delivery
3	Delay to procurement and selection reduces time available	1	5	5	Paul Edwards	Course durations can be adapted to accommodate reduced timescales
4	Poor attendance reduces ability of participants to learn and adopt change	3	3	9	Paul Edwards	High-quality content and delivery; careful selection of participants; early 1-2-1 sessions with providers; gathering of course feedback to identify problems early on; possibility of charging participants who do not meet a minimum attendance (90%)
5	Insufficient participants recruited to cohorts	3	4	12	Paul Edwards	Good quality marketing with sufficient lead-in times; engagement with important stakeholders; marketing

SINGLE ASSURANCE FRAMEWORK

						capacity, evidence of previous success (and networks) and quality of provider to be heavily weighted in procurement
6	Lack of diversity among participants	3	3	9	Paul Edwards	A robust marketing strategy that has EDI at its heart; selection of providers based on their proposed approach to recruitment and course content
7	Course content is not relevant to participants	4	2	8	Paul Edwards	Course content will initially be generic, based on many years of best practice and experience of providers regarding what works. However, fine-tuning to the participants' needs will be made in response to a needs assessment carried out as part of the onboarding process and post-session evaluations.
8	Delivery is not effective	4	2	8	Paul Edwards	Participants' views on delivery will be gathered via post-session evaluations (and via alumni groups after completion of the first cohort), which will allow changes to be made during delivery. Evidence of successful delivery will be gathered during selection.

SINGLE ASSURANCE FRAMEWORK

9	Participants fail to embed change following completion of schemes and generate increased revenue/investment in R&D, new products/services	5	3	15	Paul Edwards	Thorough benchmarking at course outset; careful selection of participants who are most likely to learn and implement change; high-quality content and delivery ensured by procurement of provider; ongoing support delivered to participants following completion of scheme as part of alumni groups
10	Suitable prime customers not engaged in the design and delivery of the supply chain transition programmes, affecting the popularity and effectiveness of the supply chain transition programme.	5	2	10	Paul Edwards	Providers will be selected based on evidence of their existing relationships, track record of similar experience. WMCA has existing relationships with suitable businesses who could step in if required.
11	Contractors do not deliver expected outcomes at the appropriate scale or pace required	5	3	15	Paul Edwards	Monitoring & Evaluation and onboarding processes provides multiple layers to track performance in real time. Subject to legal guidance, payments can be withheld and appropriate contractual remedies can be put in place in response to extremely poor performance

1.5 CONSTRAINTS

£3.25 million budget has been agreed by WMCA Board, 17th March 2023.

Subsidy Control rules may limit the gross grant equivalent value of the business support provided free of charge. This may affect the total duration of the workshops, coaching and any other input classed as “economic activity”.

1.6 DEPENDENCIES

- Availability of suitably qualified and experienced providers who can deliver workshops and admin support within the budget and timescale to high-growth businesses to an appropriate standard that creates change and drives growth.
- Availability of accessible venues of a suitable quality where the workshops and coaching can take place within the available budget and timeframe.
- Marketing channels with a wide reach to decision makers within relevant local businesses

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

<i>Table 5</i>		
#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	Appoint suitable providers (including coaches)	<p>Support 50 high-growth firms to increase revenue growth by 10% within 24 months following completion of programme</p> <p>Support 160 firms within supplier bases or who aspire to join to win new/increase orders within 12 months of completion of programme</p> <p>42 participants supported to reduce carbon emissions by 5% within 12 months of completion of programme</p>
2.	Good-quality, innovative marketing collateral	<p>Enrol 50 high-growth companies from the West Midlands onto six cohorts</p> <p>Enrol 160 suppliers of major customers in priority sectors (or companies who wish to become suppliers)</p> <p>Recruit a diverse audience that is broadly representative of business ownership in the West Midlands</p>
3.	Robust onboarding process (benchmark, diagnostic)	<p>Support high-growth firms to increase revenue growth</p> <p>Support firms within supplier bases or who aspire to join to win/increase orders</p> <p>Firms supported to reduce carbon emissions</p>
4.	Robust offboarding process to measure performance at suitable periods after completion	<p>Support high-growth firms to increase revenue growth</p> <p>Support firms within supplier bases or who aspire to join to win/increase orders</p> <p>Firms supported to reduce carbon emissions</p>
5.	Engagement with suitable OEMs/Tier 1 customers and main contractors	<p>Attract and enrol suppliers of major customers in priority sectors (or companies who wish to become suppliers)</p>

2.2 BENEFITS APPRAISAL

Table 6

#	Benefit	Benefit Type	Beneficiary
1.	More businesses growing faster	QB	Users
2.	More businesses growing faster, increasing tax receipts	Non CRB	Public sector
3.	More job opportunities	QB	Non-users
4.	More job opportunities, increasing tax receipts and reducing welfare payments	Non CRB	Public sector
5.	More job security for employees	Qual	Users
6.	Better job opportunities (e.g. pay, conditions)	QB	Non-users
7.	More diverse customer base in growing markets	QB	Users
8.	Reduced carbon emissions	QB	Users
9.	Reduced carbon emissions	QB	Non-users
10.	More resilient businesses with better management processes	QB	Users
11.	More resilient businesses in more sustainable supply chains	QB	Users

2.3 VALUE FOR MONEY ASSESSMENT

Table 7

Social Benefits and Costs (with ranges)	<p>£31.2 million increase in GVA.</p> <p>This is derived from the following calculation:</p> <p>High Growth programme:</p> <p>50 companies with an average turnover of £1,000,000 = £50 million</p> <p>Average growth after programme = 40%³</p> <p>Total turnover growth = £20 million</p>
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³ Using a figure within the range of average growth rates of participants in the Goldman Sachs 10,000 Small Businesses Programme [10ksb-uk-progress-report-2-PDF.pdf \(goldmansachs.com\)](https://www.goldmansachs.com/10ksb-uk-progress-report-2-PDF.pdf)

	<p>Supply Chain Transition Programme</p> <p>160 companies with an average turnover of £700,000 = £112 million</p> <p>Average growth after programme = 10%</p> <p>Total turnover growth = £11.2 million</p>
<p>Whole Life Public Sector Costs of Preferred Option (£m)</p> <p>(aligned to Section 3.2 below)</p>	3.25
<p>Value for Money Judgement</p> <p>(why is this option being chosen over others)</p>	<p>This is an affordable intervention that will generate large direct benefits for users as well as indirect benefits for the public sector through increased taxes and reduced welfare payments. Non-users will also benefit through additional, improved and more sustainable employment opportunities.</p>

2.4 OPTIONS ANALYSIS AND APPRAISAL

Table 8

Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
1.	Business As Usual – ad hoc and uncoordinated business support for high-growth and future supply chains from external providers	R	N
2.	Do minimum – engage with support providers and encourage them to provide schemes aimed at high-growth businesses and future suppliers in the West Midlands	R	N
3.	Remove the supply chain support scheme	S	N
4.	Mobilising Plan for Growth	S	Y

Table 9

	Option 1	Option 2	Option 3	Option 4
<p>Net Costs £ million</p> <p>(capex and opex)</p>	0	0	1.75	3.25
<p>Benefits that arise</p> <p>(monetary and non-</p>	0	0	20	31.2

monetary)				
Risks associated	Disengagement by businesses, relocation of businesses and entrepreneurs	Disengagement by businesses, relocation of businesses and entrepreneurs	Fails to engage WM supplier base	

2.5 RECOMMENDED / PREFERRED OPTION

Option 4 is the preferred option.

Option 3 is viable if the available budget is reduced.

Option 2 will require grant funding to be available to be viable. Currently there are no grant funding opportunities under WMCA's control.

Option 1 will result in the continued disengagement by local businesses from business support providers. The West Midlands Devolution Deal tasks the WMCA with developing a service to make it much easier for enterprises to access programmes to boost productivity (para 182). Options 1 and 2 will not allow the WMCA to complete this task.

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

3.1 EXPECTED OUTPUTS

List the goods, services and works that will be procured in relation to the recommended / preferred option within the table below:

<i>Table 10</i>	
Output 1	Marketing strategy and collateral for high-growth businesses
Output 2	Marketing strategy and collateral for supply-chain transition businesses
Output 3	An onboarding process (participant data, needs assessment) for each participant
Output 4	A series of in-depth workshops for high-growth businesses
Output 5	At least 10 hours of coaching for each high-growth participant
Output 6	A series of in-depth workshops for potential suppliers in priority sectors
Output 7	At least 3 hours of coaching for each supplier to be provided
Output 8	Establish an alumni network for the businesses after completion of the Programme
Output 9	Evaluation following completion of the support scheme

3.2 ROUTE TO PROCUREMENT AND EXISTING RULES AND REGULATIONS

Business coaching is an established industry, and there are many providers available.

WMCA will procure through an open tender procedure suitably qualified providers who can demonstrate an awareness and track record of identifying and successfully helping high-growth companies and potential suppliers to grow faster.

The timings in the project plan will depend on the tender specifications, which have not been prepared yet. Whilst the Procurement team has advised on the timings for an open tender process, they are subject to change as the specification is drafted.

If required, a later start date can be easily accommodated within the project delivery period, as workshops and coaching sessions can be scheduled more frequently.

There are no implications for HR/IT.

3.3 CHARGING MECHANISM

Quarterly payments to the successful providers will be conditional upon receipt of successful performance data and management information, measured in monthly reports submitted to the project manager. These will include evidence of attendance at workshops and coaching sessions by participants.

3.4 RISK APPORTIONMENT

The public sector is paying 100% of the costs of this project.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

The Business Justification Case is seeking £3.25 million for Mobilising Plan for Growth from the Commonwealth Games Legacy Fund. There is no funding secured to date.

£1.7 million	High-Growth Support Programme including marketing, workshops and coaching in a single commission
£1.00 million	Supply Chain Transition Programme, including marketing, workshops and coaching in a single commission
£0.422 million	Retained to develop and, where possible, implement future interventions that unlock high growth across the region aligned to the Plan for Growth.
£0.05 million	Independent evaluation of both programmes
£0.078 million	Held by Economic Delivery, Skills and Communities Directorate to contribute to a Monitoring and Evaluation Officer and Project Manager to support with all CWGLF projects in their Directorate. Contributions from other CWGLF projects within the ESC Directorate will be pooled to cover salary costs.
£3.25 million	Total

Up to £50,000 will be used to commission an independent evaluation of the programmes by an external contractor. It will include an interim evaluation that can be used to inform the delivery of the final stages. The contractor will be procured through an open tender process.

The £78,000 figure for the two members of staff is derived from their combined expected salaries spread between three other Directorate projects. The contribution to salaries falls within the Mobilising Plan for Growth programme budget (see paragraph 5.10 below for more detail as to how the costs have been derived).

There is no capital expenditure required. The appointed contractors will be responsible for all equipment required to deliver the workshops and coaching sessions including venue hire, catering, IT equipment, marketing collateral and stationery etc.

The procurement of services or issuing of grants will be subject to agreed Financial Due Diligence, with all contracts including appropriate clauses to protect WMCA finances and mitigate risk, such as payment on performance, clawback, payment in arrears, etc.

Table 11

	Status (Secured / Not Secured)	£M
Gross Costs	Not Secured	3.25
Revenue	Not Secured	3.25
Capital	N/A	0
Total	Not Secured	3.25

Table 12

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
WMCA	3.25	100	Not Secured	CWG Legacy Fund
Total	3.25	100		

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

Table 12

Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
Funding Commencement Date	<i>01/07/2023</i>
Funding Completion Date	<i>31/03/2025</i>
Basis of Reimbursement	WMCA will ensure payments are made quarterly in arrears of expenditure incurred by the contractors
Any Conditions Precedent?	No
Order in which WMCA Funding is to be drawn	1st
Work streams for which WMCA Funding is available to be drawn against	All

4.3 BORROWING SUMMARY

Please state if any element of the project costs is to be financed by borrowing: No.

4.4 CASHFLOW

<i>Table 14</i>				
Year (fiscal)	Q1-2 23-24	Q3-4 23-24	Q1-2 24-25	Q3-4 24-25
Income (£)				
Revenue - external	0	554,666.50	1,347,666.25	1,347,667.25
Capital 1 – [state funding source]				
Capital 2 - [state funding source]				
Expenditure (£)				
Revenue - external	0	528,666.50	1,321,666.25	1,321,667.25
Revenue - internal	0	26,000	26,000	26,000
Capital	0	0	0	0
Net position	0	0	0	0

4.5 STAKEHOLDER SUPPORT

No other public sector organisation is funding the project's outputs and services.

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

There will be suitable governance and decision-making arrangements, including:

- Formal reporting through Economic Growth Board.
- The Programme Management Team overseen by Paul Edwards, which includes representation from Finance, Legal, Procurement and other officers in the Economic Delivery, Skills and Communities Directorate.
- Day-to-day reporting via the Business Support Operations Group.
- Direct engagement with contractors by the Economic Development and Delivery Team

These will conform to the WMCA’s Change Process for any change management requests.

Benefits realisation arrangements and plans, including a benefits register, will be standing items on the Business Support Operations Group meeting agendas.

The risk register and issues log for both projects will be maintained by the Economic Development and Delivery Team, reporting to the Business Support Operations Group as a standing item on meeting agendas.

The Programme Management Team will manage the contracts of the providers appointed to deliver the schemes, and review risks, issues and benefits realisation.

Post-evaluation arrangements will be delivered by Economic Development and Delivery Team

5.2 PROJECT SCHEDULE FOR DELIVERY

The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this BJC. Include a longstop date by which all monies for development of this SOC needs to be drawn.

<i>Table 15</i>			
#	Milestone	Start Date	End Date
1.	Tender documentation prepared	01/04/2023	30/06/2023
2.	Providers appointed	25/09/2023	29/09/2023
3.	Design of workshop material and collateral	11/09/2023	29/09/2023
4.	Recruitment of participants	11/09/2023	31/01/2025
5.	Workshops and coaching	02/10/2023	31/03/2025
6.	Independent evaluation	02/01/2024	31/03/2025
7.	Longstop date		31/03/2025

5.3 PROJECT ORGANOGRAM

Julie Nugent – Executive Director

Paul Edwards – Senior Responsible Officer

Project Management – Economic Development and Delivery Team (existing)

Project Delivery – Contractor to be procured

Monitoring & Evaluation – two new members of staff to be recruited to the ESC Directorate (See paragraph 5.10 for detail).

5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R) , Accountable (A) , Consulted (C) and Informed (I).

Table 16

	Contractor	Project Manager	Project Management Team	SRO	EGB
Design brief	I	R	I	A	I
Procure contractors	I	R	C	A	I
Recruit participants	R	C	I	A	I
Delivery	R	C	I	A	I
Evaluation	C	R	C	A	I

5.5 USE OF SPECIALIST ADVISERS

There is no external specialist advice required for this project.

5.6 RISK AND ISSUE MANAGEMENT

The risk register and issues log for both projects will be maintained by the Economic Development and Delivery Team, reporting to the Business Support Operations Group as a standing item on meeting agendas.

The Programme Management Team will review risks and issues and make recommendations to the Economic Development and Delivery Team, or escalate as appropriate.

5.7 PROJECT ASSURANCE

There are no plans to commission any project assurance.

5.8 CONTINGENCY ARRANGEMENTS

In the event of delays or disruptions to anticipated services, the project brief will be amended, timescales adjusted, but the outputs will be kept the same.

5.9 LESSONS LEARNT

Lessons Learnt will be a standing item on the agendas for Business Support Operations group meetings.

5.10 MONITORING AND EVALUATION

The contract will establish key performance indicators relating to the outputs required, including:

- Number of workshops
- Duration of workshops
- Number of coaching sessions arranged
- Number of participants
- Postcode of workshops (where in-person)
- Business characteristics of participants (sector, size, turnover)
- Total attendance of each cohort

Contractors will be provided with an on-boarding questionnaire that participants must complete prior to starting the workshops. This will create a benchmark against which performance will be measured by the Project Manager 12 months later.

Contractors will be required to ensure that participants complete post-evaluation feedback forms at various touch points. These will allow fine-tuning of the delivery in response to customer feedback. Case Studies will also be completed for businesses that have achieved key outputs associated with the Programme.

An independent interim evaluation will be carried out, starting six months after the launch of the first workshops of both the high-growth programme and the supply chain transition programme. Interim findings and recommendations will be used to inform the latter stages of the programmes. A final evaluation will be produced upon completion of the programmes. The evaluation will be undertaken by an external contractor, procured competitively through an open tender process.

To support programme level M&E and performance monitoring and reporting activity of CWG legacy programmes in the ESC Directorate, the following posts will be appointed using a small percentage from each the allocations of each programme to cover their salaries and overheads.

1 x CWG Legacy Monitoring and Evaluation Officer (SCP range 39-43)

1 x CWG Legacy Project manager (SCP range 29 – 33)

SINGLE ASSURANCE FRAMEWORK

Costs have been calculated on the basis of appointing to top of scale and then including on costs. As such, the M&E Officer role would total £63,752 per year and the Project Manager £47,726. If appointed over the full 24 months at top of scale this would total £222,956.00.

Taking 2.4% of each programme allocated raises £216,000 to cover the total costs. Whilst this is slightly below the total, it would be unlikely that both candidates would be appointed to very top of scale, and candidates will not be in post until after April 2023.

The costs and implications on budgets are summarised below:

Pillar Area	Total CWGLEF Award	2.4% top slice	Remaining Balance
Jobs and Skills	£4,850,000	£116,400.00	£4,733,600.00
Mobilising Plan for Growth	£3,250,000	£78,000.00	£3,172,000.00
Wellbeing	£900,000	£21,600.00	£878,400.00

MANDATORY APPENDICES REQUIRED FOR THIS BJC

The following documents must be appended to this BJC:

APPENDIX	PROVIDED (Y/N)
Risk Register and Issue Log	Y
Written Confirmation/s of Confirmed Funding	N/A
Project Schedule	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	N/A
If CRSTS, DfT Additional Appendix	N/A

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Investment Board

Date	19 th June 2023
Report title	Jobs & Skills and Wellbeing Business Justification Case (BJC)
Portfolio Lead	Councillor Ian Brookfield (CWG Pillar Lead) & Councillor George Duggins (Skills)
Accountable Chief Executive	Clare Hatton Director – Employment, Skills and Health and Communities
Accountable Employee	Lisa Hamilton – Senior Delivery Manager, Projects & Programmes
Report has been considered by	Investment Panel – 22 nd May 2023

Recommendation(s) for action or decision:

The Investment Panel is recommended:

- (1) To approve £5.75m funding to deliver the Commonwealth Games Legacy Enhancement Fund - Jobs and Skills Programme as set out in the attached Business Justification Case.
- (2) To approve the delegation of contracting and payments (through back-to-back grant funding awards to local authority partners) to the Director of Employment, Skills, Health and Communities in consultation with the WMCA S.151 Officer and the Director of Law and Governance.
- (3) To note Skills PBC Change Request to increase value of PBC by £5.75m, subject to approval of this BJC.

1. Purpose

The BJC attached sets out the Jobs and Skills activity that will be delivered through Commonwealth Games Legacy Enhancement Funds (CWGLEF).

This brings together 2 CWGLEF funding streams: £0.9m Wellbeing and Sustainability and £4.85m Jobs and Skills, enabling LA partners to deliver employment support projects locally that include mental health and wellbeing as an integral part of their activity.

This funding will be grant funded to our 7 Local Authority Partners over the 2-year delivery period on an equal basis.

2. Background

The WMCA submitted a business case to the Department for Digital, Culture, Media and Sport (DCMS) seeking approval from DCMS to the release of c.£70m to WMCA from the unallocated contingency within DCMS's Birmingham 2022 Commonwealth Games budget.

Subject to approval by DCMS, WMCA will deliver a portfolio of legacy programmes with the CWGLEF across the West Midlands, against a set of high-level objectives. The attached Business Justification Case sets out the detail of the Jobs, Skills and Wellbeing £5.75m Programme, which forms part of the Economy, Trade and Tourism and Wellbeing and Sustainability Pillars (£4.85m Jobs and Skills and the £0.9m Mental Health Commission).

This funding will be grant funded via back-to-back funding agreements to our 7 Local Authority Partners over the 2-year period on an equal basis.

The announcement of the additional CWGLEF will provide further funding focused on Employment Support activity across our region, including delivery of activity in response to the Mental Health Commission's recommendations. Critically, employment support is a key area that receives limited funding, this has been further exacerbated by the end of EU funding across the region in 2023. Whilst UKSPF can be utilised for employment support programmes, the value of this is significantly reduced compared to previous EU funding, which will have a major impact on our local authority partners ability to deliver employment support programmes going forward.

The additional funding secured as part of the CWGLEF will enable us to maximise UKSPF spend and benefits through an employment support offer that will utilise CWG legacy funding to support delivery of specific projects (which are not deemed as eligible activity under other funding streams) and will form part of a blended offer of jobs, skills and wellbeing support to inc. UKSPF projects, Multiply and AEB.

The 2022 CWG included extended support for youth and learning, including a Jobs and Skills Academy project which was aimed at supporting priority groups to access volunteer opportunities created by the Birmingham Organising Committee for the 2022 Commonwealth Games. With an overall aim of establishing volunteering habits, improving workforce skills and preparedness for work, increasing levels of community volunteering and improving levels of cohesion by bringing together different groups. Critically, these activities, outcomes and impacts spanned a number of CWG Mission Pillars, and the activities had specific linkages to the Bring People Together Mission Pillar.

The CWG Jobs and Skills Academy was designed to help the region grow and succeed through increasing the skills, opportunities and employment preparedness of residents in the West Midlands. By providing training in Games-related skills, supporting access to Games-related opportunities, and supporting access to future employment pathways for West Midlands residents.

As with the Jobs and Skills Academy, the Volunteering Programme aimed to support regional growth and success by providing high quality work experience, volunteering and skills development opportunities for people living in the region. The Programme objective was to improve the employment prospects of priority groups leading to an increase in the number of employed people in the region in the medium to long term.

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

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

Despite improved skills provision and strong local offers of employment support there are many people who need more tailored and localised support to help them on their journey towards the labour market. Many are outside JCP services currently but would like to and are able to work and need support to prepare them for labour market opportunities. Our inactivity rates have increased, and we will only meet the needs of business if we are able to increase participation by these groups of people.

Equally too many young people experience poor life chances based on their circumstances alone. Many are not able to access the jobs and opportunities through lack of knowledge, awareness and social capital to do so and too many, especially post pandemic are experiencing mental health challenges that further hamper their ability to move into the careers they want.

Initial discussions have progressed with LA leads and a short-list of 6 projects have been identified for Jobs, Skills & Wellbeing activity. A summary of these short-listed activities is set out below:

Summary
Local targeted jobs support (youth/older unemployment etc)
Regional Careers Programme for 14-19 year olds (NEET Prevention and outreach gap not covered by NCS)
Jobs & skills hubs in deprived localities with multi service ethos (1 per LA), run by community boards/resident governance – builds on JSA and connecting communities
Paid work placement model
Bursary support for young adults undertaking pre-apprenticeship pathway into good apprenticeships across 7 LA's. Focused on hotspots area/demographic
mentoring programme, aimed at providing targeted training, volunteering and employment opportunities to disadvantaged young people across the region, which amongst other things, supports their mental health and wellbeing through the provision of 'wrap around' support.

Recognising the different challenges and need within local areas, LA's have been able to choose which of these activities they will deliver locally through CWGLEF, ensuring they meet and deliver against local needs and priorities.

LA partners, through the regional Skills Officers Group, have been involved and engaged in the development of the short list of activities set out, and during March/April have provided returns setting out the activities, outputs and outcomes they would be looking to deliver locally.

The outputs and outcomes confirmed to date by our LA partners against the 6 projects are as follows:

Delivery Projects	Outputs	Yr1	Yr2	Outcomes	Yr1	Yr2
		No.	No.		No.	No.
Local targeted jobs support (youth/older unemployment etc)	# people receiving locally based jobs support. (<i>target groups to be included i.e 50+, wards</i>)	738	1300	# people engaged in job searching following support	574	969
Regional Careers Programme for 14-19 year olds (NEET Prevention and outreach gap not covered by NCS)	# young people supported through careers interventions via targeted programmes outside education & enhancement of in school provision	1808	1983	# young people in education or training following support	342	546
Jobs and skills hubs in deprived localities with multi service ethos (1 per LA), run by community boards and resident governance – builds on JSA and connecting communities	# people supported to engage in job searching. # people supported to participate in education.	123	321	#people into employment. #people in education/training.	85	180
Paid work placement model	# people undertaking paid work placements # businesses participating in paid work placements	90	100	# people securing employment following placements	27	29
Bursary support for young adults undertaking pre-apprenticeship pathway into good apprenticeships across seven LA's. Focused on hotspots area/demographic e.g. Wolverhampton tackling high level of young adult unemployment.	# young people supported through bursary support (up to £1,000 pp) to complete pre-apprenticeship training and access apprenticeships	0	0	#People gaining a qualification following support #People progressing to apprenticeships	0	0
Mentoring programme, targeted at disadvantaged young people, inc. wraparound mental health and wellbeing support	# young people supported (Inc. breakdown of target groups/wards)	116	281	# young people into employment / education / training # young people positive effect on mental wellbeing	111	254
TOTALS PER YEAR		2875	3985		1139	1978
TOTALS FULL PROGRAMME		6860			3117	

The WMCA Employment and Skills Team are working with LAs to ensure benefits and impacts of the CWGLEF are maximised, including identifying opportunities for alignment with existing local funding such as UKSPF, Multiply or AEB.

An indicative start date of August/September has been set for activity to go live across the region, subject to the WMCA receiving and approving the funding agreement from DCMS and back-to-back funding agreements being issued to LA partners.

The costs set out in the attached BJC seek to ensure maximum funding is awarded via grant funding to LAs, minus 2.4% (£138k) retained by the WMCA to appoint a dedicated Monitoring and Evaluation Officer (M&E) and Project Manager, noting these resources will also support the Economy Pillar High Growth programme and will work closely with the WMCA SPF team to ensure we are able to embed/align reporting with SPF in order to simplify and streamline this activity for our LAs.

Funding for end of programme evaluation has not been directly incorporated into the programme as the WMCA Employment, Skills, Health and Wellbeing Directorate will be undertaking this as in kind/match activity, with support from the 2 WMCA CWG officers. This evaluation will cover a 5 year period and will provide robust evidence of programme level impacts beyond that of the CWG LEF programme life.

3. Strategic Aims and Objectives

The Jobs, Skills and Wellbeing Programme, as set out in the BJC will align with WMCA aims and objectives including: ensuring everyone has the opportunity to benefit and promote inclusive economic growth in every corner of the region.

As part of the wider Trade, Tourism and Investment Pillar which will support our “Plan for Growth” we will seek to identify opportunities to join up the skills programme with other streams. For example, identifying volunteering opportunities as part of the Major Events or through Careers Support raise awareness of our key competitive clusters and encourage more young people into these sectors. Pre-apprenticeship programmes will enable our residents to re-skill and up-skill in new areas, providing a seamless learner journey from early intervention stage through the CWGLEF programme onto AEB or other funded programmes. Working with regional organisations such as DWP and our voluntary sector, we will identify new opportunities and ways to engage with those who to date have been harder to reach.

4. Financial Implications

The budget of £5.75m was approved at WMCA Board on 17th March 2023, through the combination of £4.85m for Jobs and Skills and £0.9m of Mental Health Commission.

This is to be all revenue expenditure and includes a % contribution for 2 WMCA staffing resources. These WMCA resources will provide project level monitoring and performance support, and development of programme performance and delivery reports as required centrally. The posts will support both the Economy High Growth Programme and the Employment, Skills and Wellbeing Programme, in order to keep resource costs to a minimum.

All remaining funding will be grant funded (back-to-back funding awards) to Local Authority partners, this will be equally awarded totalling £801,714k each.

The table below sets out the indicative spend breakdown, noting the % for year 1 and year 2 is currently based on LA preferences, but will be subject to confirmation from WMCA Finance Team, based on overall allocation and commitments (noting CWGLEF to be awarded to WMCA on a 30/70 basis).

Funding	Year 1.	Year 2	Total
Birmingham	£306,050.25	£495,663.02	£801,713.27
Coventry	£240,514.29	£561,200.00	£801,714.29
Dudley	£247,126.60	£554,587.33	£801,713.93
Sandwell	£320,685.71	£481,028.57	£801,714.28
Solihull	£279,666.00	£522,048.00	£801,714.00
Walsall	£320,685.71	£481,028.57	£801,714.28
Wolverhampton	£274,646.00	£527,068.00	£801,714.00
WMCA (resource support for M&E)	£69,000.00	£69,000.00	£138,000.00
	£2,058,374.56	£3,691,623.49	£5,749,998.05

Through the back-to-back funding agreement, DCMS grant conditions to be fully flowed down, with all agreements including appropriate clauses to protect WMCA finances and mitigate risk, such as evidence of spend, clawback and payment quarterly in arrears.

5. Legal Implications

Legal will provide ongoing advice in relation to the delivery of the project.

Legal will advise in relation to the grant funding agreement between WMCA and Department for Digital, Culture, Media and Sport, particularly assessing any conditions and obligations imposed on WMCA and the risks associated with entering into the funding agreement.

Legal will determine whether any conditions and obligations imposed on WMCA by virtue of the DCMS funding agreement will need to be passed on to Local Authority grant recipients in the subsequent back-to-back funding agreements.

Legal will assess the application of any subsidy control considerations in relation to the use of the grant funding to deliver the programme.

6. Single Assurance Framework Implications

The CWGLEF will be managed in line with the SAF. Following Board approval of the pillar programme allocations and agreement of the final funding agreement with DCMS, delivery bodies will be able to spend at risk in advance of business case approval by the Investment Board to support mobilisation of programmes given the short timeframe for delivery. The decision to spend at risk will be taken by the Finance Director/S151 Officer.

7. Equalities Implications

A key objective of the CWG Legacy Fund is to create an inclusive legacy for CWG across the West Midlands. We anticipate that the fund will have positive equalities implications and will conduct more detailed assessments for each programme as they are developed and delivered.

8. Inclusive Growth Implications

The programme will support Inclusive Growth with a focus on those residents who are outside JCP services currently but would like to and are able to work and need support to prepare them for the labour market opportunities. Equally the programme will support those residents who have experienced poor life chances based on their circumstances alone, those who are not able to access the jobs and opportunities through lack of knowledge, awareness and social capital to do so and too many, especially post pandemic are experiencing mental health challenges that further hamper their ability to move into the careers they want.

9. Geographical Area of Report's Implications

The programme will be delivered across the whole WMCA geography.

10. Other Implications

11. Schedule of Background Papers

CWGLEF – Jobs, Skills and Wellbeing Business Justification Case
[WMCA Regional Skills Plan](#)
[WMCA CWG LEF Board Report 17th March 2023](#)

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Business Justification Case

Single Assurance Framework



West Midlands
Combined Authority

BUSINESS JUSTIFICATION CASE

The purpose of the **Business Justification Case (BJC)** is to:

Act as a single stage business case, using the Five Case Model, for the delivery of relatively low risk spend for which firm prices are available.

A BJC may be considered within WMCA for smaller items of spend, which:

- Are not novel or contentious and
- can be procured from an existing pre-competed arrangement whilst
- recording the findings of the procurement phase to identify the option that offers the 'most economically advantageous tender' (MEAT) and best public value.

To support better spending, investment decisions and better procurement, this Business Justification Case should be written using West Midlands Combined Authority (WMCA) guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROJECT DETAIL			
Project Name:	CWG LEF		
Programme Name (if applicable)	CWGLEF – Trade, Tourism and Investment – Jobs and Skills and Wellbeing and Sustainability – Mental Health Commission		
Directorate (if WMCA internal):	Economic Delivery, Skills and Communities		
Organisation (if WMCA external):	n/a		
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?	n/a		
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Clare Hatton		
Programme SRO (if applicable)	Clare Hatton		
WMCA Executive Director:	Dr. Julie Nugent		
Finance Lead:	Phil Cole		
Legal Representative:	Angela Willis		
Procurement Lead:	Brad Benson		
Other (i.e. HR / Health & Safety):			
VERSION CONTROL			
Version:	V3	Date:	2 May 2023
BJC Prepared by:	Lisa Hamilton	Job Title:	Snr Delivery Manager

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES

- A BRIEF PROJECT DESCRIPTION AND WHY IT IS NECESSARY
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

This BJC sets out the Jobs and Skills activity that will be delivered through Commonwealth Games Legacy Enhancement Funds (CWGLEF).

This brings together 2 CWGLEF funding streams: £0.9m Wellbeing and Sustainability and £4.85m Jobs and Skills, in order to ensure activity is aligned whilst also maximising benefits and outcomes across both areas. Delivery activity will support the response to the Mental Health Commission's recommendations as set out in their report to the Wellbeing Board on the [6th March](#) and the actions as set out in our WMCA [Regional Skills Plan](#).

This funding will be double devolved to our 7 Local Authority Partners over the 2-year period on an equal basis.

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

The 2022 CWG included extended support for youth and learning, including a Jobs and Skills Academy project which was aimed at supporting priority groups to access volunteer opportunities created by the Birmingham Organising Committee for the 2022 Commonwealth Games (OC). With an overall aim of establishing volunteering habits, improving workforce skills and preparedness for work, increasing levels of community volunteering and improving levels of cohesion by bringing together different groups. Critically, these activities, outcomes and impacts spanned a number of CWG Mission Pillars, and the activities had specific linkages to the Bring People Together Mission Pillar.

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

The Programme objective was to improve the employment prospects of priority groups leading to an increase in the number of employed people in the region in the medium to long term.

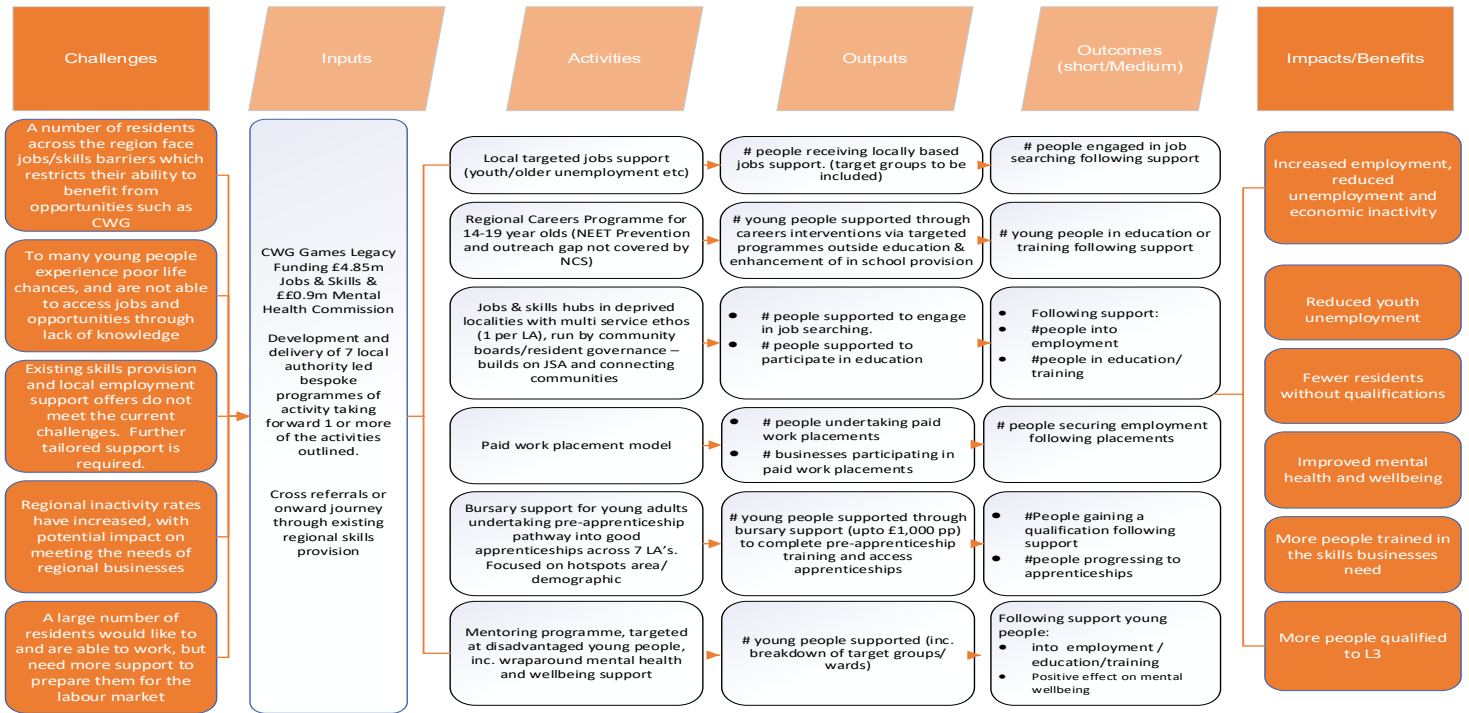
The CWG Legacy Fund – Jobs, Skills, Mental Health and Wellbeing, will build on the projects delivered in 2022. It will address barriers identified for those residents that do not benefit from the economic prosperity in the region and the opportunities that major events like the CWG bring to region.

Initial discussions have progressed with LA leads and a short-list of 6 projects have been agreed for Jobs and Skills activity. Recognising the different challenges and need within local areas LA's will be able to choose which of these activities would be of most benefit and will meet their own local needs and priorities.

A summary of the short-listed activities, which LA's will be able to choose from is set out below:

Summary
Local targeted jobs support (youth/older unemployment etc)
Regional Careers Programme for 14-19 year olds (NEET Prevention and outreach gap not covered by NCS)
Jobs & skills hubs in deprived localities with multi service ethos (1 per LA), run by community boards/resident governance – builds on JSA and connecting communities
Paid work placement model
Bursary support for young adults undertaking pre-apprenticeship pathway into good apprenticeships across 7 LA's. Focused on hotspots area/demographic
mentoring programme, aimed at providing targeted training, volunteering and employment opportunities to disadvantaged young people across the region, which amongst other things, supports their mental health and wellbeing through the provision of 'wrap around' support.

The table below provides a theory of change to summarise the overall programme activities and deliverables.



Oversight of delivery will be provided by the WMCA Regional Skills Board, the Wellbeing Board will also be provided with updates on delivery activity.

FINANCE SUMMARY

Finance Summary		BJC (£ million)
Total Project Cost:		5.75
WMCA Funding Required:		5.75
WMCA Funding Stream:		CWGLEF
Funds Secured:		0
Funds Not Secured:		5.75

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

The SMART objectives set out below relate directly to the mobilisation and delivery of the 6 jobs and skills activities set out in the summary. Notably there will be additional benefits achieved through the wider legacy fund activity, where a number of cross cutting themes have been identified. In particular within the Economy, Trade and Tourism Pillar we expect to see increased events at a local and regional level of significant scale, thus providing our regional residents with potential opportunities for work placements, volunteering or employment. The EAC in 2026 brings significant opportunities to Birmingham and the wider region and again through the support provided by this jobs and skills programme more residents will be skilled and able to benefit from the opportunities this will bring.

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

This programme seeks to underpin the aspirations set out for our residents and businesses across the CWGLEF pillars.

Table 2

SINGLE ASSURANCE FRAMEWORK

#	Objective	Quantitative Baseline (Nov-Jan 23 WMCA)	Target UK	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Increased employment, reduced unemployment and economic inactivity	Employment 74% Unemployment 4.5% Inactivity 22.5%	Employment 75.5% Unemployment 3.7% Inactivity 21.3%	LA delivery of activities as defined in the short list of options including targeted activity on disadvantaged groups and mental health and wellbeing support.	More people will be engaged in job searching. Increased numbers of people going into education or training. More people moving into employment. More people progressing onto apprenticeship programmes.	Ensure everyone has the opportunity to benefit
2.	Reduced Youth Claimant (18-24) in local areas	7 Met 22,355 (7.9%); Birmingham 11,120(8.6%); Coventry 2,095 (4.9%); Dudley 1,765 (7.5%); Sandwell 2,495 (8.7%); Solihull 755 (5.0%); Walsall 1,915 (8.5%); Wolves 2,205 (10.3%)	% to be reviewed at set points throughout programme delivery.	LA delivery of activities as defined in the short list of options including targeted activity on disadvantaged groups and mental health and wellbeing support.	More people will be engaged in job searching. Increased numbers of people going into education or training. More people moving into employment. More people progressing onto apprenticeship programmes.	Ensure everyone has the opportunity to benefit
3.	Fewer residents without qualifications	CWGLEF will be aligned to the delivery of wider skills funding streams inc. AEB, FCFJ, SPF, Multiply (as set out in Skills Programme Business Case). Learner journey would expect to include onward progression and delivery of the outputs/outcomes for these respective programmes.				Ensure everyone has the opportunity to benefit

1.2 EXISTING ARRANGEMENTS AND BUSINESS NEEDS

The funding for this programme is to be double devolved to local authority partners. A key challenge faced by our partners across the region is limited availability of employment support funding. This is largely due to the end of European Funding and the limited funds now available through UKSPF.

The WMCA has been working with LA employment and skills leads over the past 12 months in order to consider what an employment support offer should include, what has worked in the past and what didn't and how the current climate has changed post covid and the cost-of-living crisis. LA's have identified areas of risk and challenges including; targeted youth employment being lost due to current limited funding; opportunities to look at employment and skills funding more holistically and a set approach to support learner journeys; increased activity/resources in areas of highest need (locally prioritised); improved collaboration with other organisations such as DWP, housing providers and social care; different types of engagement and outreach approaches; opportunities to provide incentives; opportunities for integrated mental health and wellbeing support.

The CWGLEF provides our LAs with the opportunity to be able to deliver a jobs and skills programme that builds on their existing knowledge and understanding of their local areas. Addressing the challenges faced whilst aligning with regional priorities and identifying new and innovative approaches to engage with residents who are furthest from the market, whilst building in wrap around support offers for mental health and wellbeing.

1.3 PROJECT SCOPE AND SERVICES

In order to deliver potential service improvements, it is useful to classify needs / requirements. For this project please outline the requirements of the project based on the following hierarchy:

<i>Table 3</i>	
<p>The 'Essential' requirements</p> <p><i>Without these requirements, the project would not be judged to be a success i.e. the 'must have'</i></p>	<p>CWGLEF Core funding.</p> <p>Robust local delivery plans.</p> <p>M&E reporting to WMCA.</p> <p>Skilled staffing resources to undertake delivery activity/or approved commissioning route set out.</p>
<p>The 'Desirable' requirements</p> <p><i>The project may justify these requirements on a value for money basis i.e the 'could have'</i></p>	<p>Local events, marketing and promotional activity.</p> <p>Evaluations.</p> <p>Case Studies.</p>
<p>The 'Optimum' or 'Highly Desirable' requirements</p> <p><i>The project may justify these requirements on a marginal low cost and affordability basis i.e. the 'nice to have'</i></p>	<p>Awards or celebration events</p>

1.4 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

The information provided should align to the Risk Register and Issue Log attached with this BJC. (The Directorate Risk register attached covers wider PBC level risks for skills programmes)

Table 4

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	The total £5.75m is not spent within the pre-determined programme timescale, meaning funds have to be paid back to central government.	3	2	6	Clare Hatton	WMCA will appoint a dedicated CWG M&E officer and project officer who will monitor delivery progress across the 7 LA's including reviews of spend and performance data on a regular basis.
2	Local projects do not align with the overarching activities, outputs and outcomes, resulting in benefits and impacts not being achieved.	3	2	6	Clare Hatton	The WMCA skills team will work with LA partners to review local project proposals as they are evolved and during delivery in order to support in their development and ensuring on-going alignment.

1.5 CONSTRAINTS

Specify any constraints that have been placed on the project.

The [WMCA Board report of the 17th March 2023](#), clearly sets out the total funding to be awarded to Jobs and Skills and Mental Health Commission. Including support to the Commission's recommendations and alignment with the Jobs and Skills Programme.

Oversight of this programme will be provided by the Skills Board.

The programme will align with the programme level evaluation framework to include;

- Improved skills and employability of local workforce
- Positive effect on reported levels of mental wellbeing

Consideration will also be given to social value/Inclusive Growth Framework/Carbon Reduction where applicable.

Quarterly payments will be made based on expenditure incurred. This will be managed through a back-to-back funding agreement, which would include a clause around claw back and performance as standard.

Additional conditions may be set out in the T&C issued by DCMS which will need to be considered.

1.6 DEPENDENCIES

Specify any dependencies outside the scope of the project upon which the success of the project is dependent.

N/A

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

Table 5

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1	Grant Funding Agreements for CWGLEF to be issued as a priority (following approval of receipt of funding to WMCA)	To enable LA's to commence mobilisation and delivery – supporting delivery of all objectives
2.	LA to understand mental health and wellbeing impacts on local residents (particularly post Covid-19 and cost of living crisis) and delivery of targeted activity to provide wraparound support.	Improved mental health and wellbeing
3.	LA ability to provide focused, targeted activity to those who are harder to reach/less engaged inc. Knowledge and understanding of barriers and challenges faced by residents in local areas that restricts their ability to benefit from opportunities and existing support offers	Increased employment, reduced unemployment and economic inactivity. Reduced youth unemployment.
4.	A selection of programmes that enhance and build on existing offers, ensuring no duplication and opportunities for onward progression and where able, enhancing these offers.	More people qualified to level 3. More people trained in the skills businesses need. Fewer residents without qualifications.
5.	5,000 people supported through locally based employment support and careers interventions.	Increased employment, reduced unemployment and economic inactivity. Reduced Youth Claimant (18-24) in local areas.

2.2 BENEFITS APPRAISAL

(See Theory of Change on P5)

Table 6

#	Benefit	Benefit Type	Beneficiary
1.	Improved skills and employability of local workforce.	Quantifiable/ Economic	Local residents and businesses
2.	Improved mental health and wellbeing/ Wellbeing - Positive effect on reported levels of mental wellbeing	Qualitative / Social	Local residents



3.	More people trained in the skills businesses need	Quantifiable / Economic	Local residents and businesses
4.	Increased employment	Quantifiable / Economic and Social	Local residents and businesses
5.	Reduced unemployment and economic inactivity	Quantifiable / Economic and Social	Local residents and businesses

2.3 VALUE FOR MONEY ASSESSMENT

Complete the table below to provide decision-makers with a summative VfM assessment:

<i>Table 7</i>	
Social Benefits and Costs (with ranges)	SROI £5.55 : £1
Whole Life Public Sector Costs of Preferred Option (£m)	£31.9m
Value for Money Judgement (why is this option being chosen over others)	Option 3. Will provide the WMCA with the maximum opportunity to achieve VFM as set out above.

2.4 OPTIONS ANALYSIS AND APPRAISAL

Analysis - Please identify a minimum of 4 options and complete a shortlisting exercise within the table below; options must include 'BAU/Do Nothing' and 'Do Minimum'.

<i>Table 8</i>			
Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
1.	Run an internal grant award bidding processes for external organisations to apply into	S	N
2.	External commissioning through DPS against a regional specification	R	N
3.	Double devolved to LAs to allow local priorities and need to be addressed	S	Y
4.	Do nothing /BAU	R	N

Appraisal – Using the same option numbering above, complete the following options appraisal summary:

<i>Table 9</i>				
	Option 1	Option 2	Option 3	Option 4
Net Costs (capex and opex)	£5.75m	£5.75m	£5.75m	£0
Benefits that arise (monetary and non-monetary)	All of the benefits as set out in 2.2 table 6 would be achieved but at a reduced %	All of the benefits as set out in 2.2 table 6 would be achieved but at a reduced %	All of the benefits as set out in 2.2 table 6 would be achieved	none
Risks associated	Delivery, financial loss, economic, political and reputational risks identified due to potential delays in mobilising activity	Delivery, economic, financial loss, political and reputational risks identified due to potential delays in mobilising activity.	Delivery	Reputational risk

2.5 RECOMMENDED / PREFERRED OPTION

Option 3 is our preferred approach, adopting a double devolved model will ensure that LA partners are able to shape provision to focus on local need and priorities. They will have a sound understanding of their local areas and existing support offers that can be aligned to local provision to maximise benefits and outcomes. The WMCA Skills Team already operate this model for skills funding and programmes such as UKSPF and Multiply, giving LA's a local autonomy whilst still aligning with regional and programme priorities. The approach will enable LA's to build on existing resources and local programmes and shape projects to deliver against outputs whilst meeting local challenges and need.

Option 1 may deliver innovative responses from private or VCS providers but will limit the delivery window due to a need to establish and run this process internally and then award grant agreements. This option will also likely increase in-house costs in order to appoint resources to support the process. As such this option was rejected.

Option 2 as per option 1 this approach will delay mobilising and will be more resource intense internally, there is a chance that limited or poor bids may be received meaning we are not able to fully achieve outputs/outcomes or fully spend within required timelines. External providers will not necessarily have the level of local understanding required for tailored/bespoke activity in areas of most need. This option was rejected.

Option 4. Was rejected as there is a clear regional need for employment support funding and activity.

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

3.1 EXPECTED OUTPUTS

Our LA partners have proposed the following outputs, further discussions are progressing with partners in order to confirm outputs for numbers 3, 6 and 8.

<i>Table 10</i>		
Output 1	Number of people receiving locally based jobs support (<i>target groups to be included i.e 50+, wards</i>)	1982
Output 2	Number of young people supported through careers interventions via targeted programmes outside education & enhancement of in school provision	3484
Output 3	people supported to participate in education	TBC
Output 4	people supported to engage in job searching	454
Output 5	people undertaking paid work placements	100
Output 6	businesses participating in paid work placements	TBC
Output 7	young people supported through bursary support (up to £1,000 pp) to complete pre-apprenticeship training and access apprenticeships	70
Output 8	young people supported (inc. breakdown of target groups/wards) (Health and Wellbeing)	TBC
Total:		6090

3.2 ROUTE TO PROCUREMENT AND EXISTING RULES AND REGULATIONS

This funding will be double devolved to our 7 Local Authority partners. If procurement activity it is anticipated that they will already have a sound understanding of the marketplaces ability to provide these goods or services.

3.3 CHARGING MECHANISM

Working with our WMCA finance business partner a payment profile will be agreed for the 2 year funding period, this will replicate payment profiles that have already been put in place for other skills programmes. It is usual (where there is a full 12-month period) to award funding each quarter. The first quarter is paid in advance on signing of funding agreement and then reconciled against actual financials and performance for the following quarters. Subject to when the funding is confirmed and agreed this model will be applied to this CWGLEF.

3.4 RISK APPORTIONMENT

See Skills PBC Risk Register. Noting that as this funding is double devolved risks are mitigated through a back-to-back funding agreement with LA partners.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

A summary of the overall affordability of the project and the funding that has been secured to date must be provided. All secured funding identified below should be verified by a written confirmation attached to this BJC with details of any conditions etc.

	Status	£M
Gross Costs	Not secured	5.75
Revenue		5.75
Capital		0
Total		5.75

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
DCMS	5.75m		Not Secured	CWG Legacy Enhancement Fund
Total	5.75m			

Table 13

Financial Summary	Yr 1 Funding	Yr 2 Funding	Total	Profile % Y1/2
	Birmingham	£ 320,685.70	£ 481,028.57	£ 801,714.27
Coventry	£ 400,857.14	£ 400,857.15	£ 801,714.29	50-50
Dudley	£ 400,857.14	£ 400,857.15	£ 801,714.29	50-50
Sandwell	£ 400,857.14	£ 398,857.15	£ 799,714.29	50-50
Solihull	£ 401,076.85	£ 403,580.86	£ 804,657.71	50-50
Walsall	£ 320,685.70	£ 481,028.58	£ 801,714.28	40-60
Wolverhampton	£ 282,742.85	£ 518,970.86	£ 801,713.71	33-77*
WMCA M&E resource support	£ 68,528.58	£ 68,528.58	£ 137,057.16	50-50
Total	£2,596,291.10	£3,153,708.90	£5,750,000.00	

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

£70m of new funding has been secured from DCMS following a significant underspend on the Birmingham 2022 Commonwealth Games. £5.75m of this budget has been pre-emptively allocated to the activity set out in this BJC and provisionally approved in December 2022 and March 2023 WMCA Board meetings.

Complete the table below to provide an overview of WMCA funding:

<i>Table 12</i>													
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>												
Funding Commencement Date	<i>01/07/2023</i>												
Funding Completion Date	<i>31/03/2025</i>												
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Quarterly in arrears payments to be made against actuals.												
Any Conditions Precedent? <i>e.g. securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	HM Treasury requires the CWGLEF to be spent within this Spending Review period, which runs to 2024/25. A section 31 payment will be ringfenced by DCMS to the CWGLEF. WMCA understand that the grant will be for revenue expenditure and will ensure that detailed business cases are for revenue-based projects with any capital funding needing to be funded from alternative sources.												
Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i>	Indicative annual allocations for LA partners are set out in table 13. Financial Summary. This will be divided over quarterly periods aligned to the schedule of DCMS assurance and monitoring as set out below: <table border="1" data-bbox="810 1664 1385 1984"> <thead> <tr> <th>FY</th> <th>Month</th> <th>Assurance</th> </tr> </thead> <tbody> <tr> <td>23/24</td> <td>July 2023</td> <td>Quarterly reporting shared with DCMS</td> </tr> <tr> <td>23/24</td> <td>October 2023</td> <td>Quarterly reporting shared with DCMS Deep dive session</td> </tr> <tr> <td>23/24</td> <td>January 2023</td> <td>Quarterly reporting shared with DCMS</td> </tr> </tbody> </table>	FY	Month	Assurance	23/24	July 2023	Quarterly reporting shared with DCMS	23/24	October 2023	Quarterly reporting shared with DCMS Deep dive session	23/24	January 2023	Quarterly reporting shared with DCMS
FY	Month	Assurance											
23/24	July 2023	Quarterly reporting shared with DCMS											
23/24	October 2023	Quarterly reporting shared with DCMS Deep dive session											
23/24	January 2023	Quarterly reporting shared with DCMS											

SINGLE ASSURANCE FRAMEWORK

	23/24	March 2024	Quarterly reporting shared with DCMS Deep dive session
	24/25	July 2024	Quarterly reporting shared with DCMS
	24/25	October 2024	Quarterly reporting shared with DCMS Deep dive session
	24/25	January 2024	Quarterly reporting shared with DCMS
	24/25	March 2024	Quarterly reporting shared with DCMS Deep dive session
Work streams for which WMCA Funding is available to be drawn against <i>e.g. all / workstream 1, 3 and 4 etc.</i>	all		

4.3 BORROWING SUMMARY

Please state if any element of the project costs is to be financed by borrowing. (No).

None

4.4 CASHFLOW

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates as required and number of funding sources.

<i>Table 14</i>				
Year (fiscal)	Q1/2 2023	Q3/4 2023/24	Q1/2 2024	Q3/4 2024/25
Income (£)				
Revenue		1,725,000.00	2,012,500.00	2,012,500.00
Expenditure (£)				
Revenue		1,725,000.00	2,012,500.00	2,012,500.00
Net position				

4.5 STAKEHOLDER SUPPORT

The West Midlands Combined Authority has support from its political leaders with a WMCA Board paper approved on December 16th, 2022, and a further paper with specifically agreed elements for each funding pillar ratified on March 17th, 2023.

Proposals have been discussed and considered by the WMCA LA Skills Officers Group.

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

Recognising that the programme brings together 2 CWGLEF streams from Jobs and Skills and Mental Health Commission oversight will be provided by the WMCA Skills Board with regular updates being provided to the WMCA Wellbeing Board.

To ensure ongoing oversight including monitoring of performance and delivery of local activity, the WMCA ESC Directorate will appoint 2 dedicated CWG LEF resources: 1 x Monitoring and Evaluation Officer and 1 x Project Manager. Funding for these posts will be secured through a small percentage taken from directorate programmes including the Jobs and Skills £4.85, the Mental Health £0.9m and the £3.25 High Growth Programme.

The directorate use the corporate Change Management process in respect of projects and programmes that are in delivery. Therefore, any changes that are requested locally will be reviewed against the overall programme level tolerances. Impacts on financial, outputs or outcomes will be progressed through a WMCA SAF Change Request [WMCASAF Change Control Process v2.0](#)

A Theory of Change/Benefits Plan has been included in the Executive Summary and clearly outlines challenges and how through the activities set out we anticipate delivery of a number of benefits. Outputs and outcomes will be agreed with each local authority based on the projects they progress locally. The WMCA will review and assess outcomes aligned to the objectives set out in this business case. Working with our LA partners we will continue to develop and evolve this and agree outcome measures to be used to assess final impacts at programme end along with qualitative data such as case studies.

5.2 PROJECT SCHEDULE FOR DELIVERY

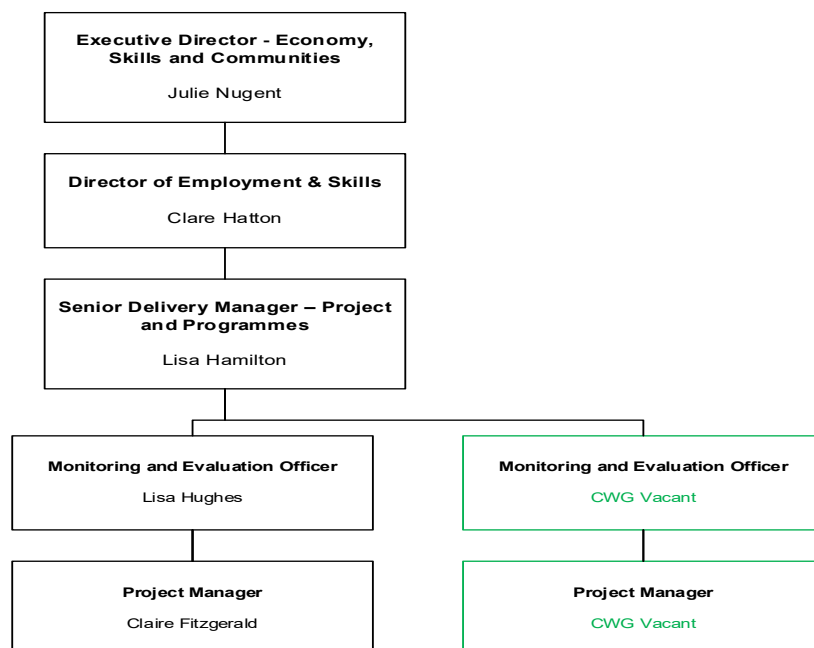
The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this BJC. Include a longstop date by which all monies for development of this SOC needs to be drawn.

Table 15

#	Milestone	Start Date	End Date
1.	Meet LA Skills Leads to further evolve CWGLEF proposals locally and approaches to local evaluations	12 April 2023	12 April 2023
2.	LAs to provide further detail on local projects, including outputs and outcomes	12 April 2023	28 April 2023
3.	WMCA to compile local delivery schedules to be issued with Grant Funding Agreements	April 2023	5 May 2023
4.	WMCA receive DCMS funding agreement	April/May 2023	May 2023
5.	WMCA sign off funding agreement	April/May 2023	May 2023
6.	WMCA develop back to back funding agreement to be issued to LA's	May 2023	June 2023
7.	Back to Back Funding Agreements Issued to LA's inc. local delivery schedule	June 2023	June 2023
9.	LA's commence delivery activity	July 2023	
10.	Monitoring and Reporting cycle	July 23	March 25
11.	Delivery activity ends	31 March 2025	

5.3 PROJECT ORGANOGRAM

The organogram below sets out internal resources only, as the funding is being double devolved to LA's who will have their own local structures for managing delivery.



5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R) , Accountable (A) , Consulted (C) and Informed (I).

<i>Table 16</i>						
	Executive Director ESC	Director of Skills	Snr Delivery Manager Projects and Programme	CWG M&E Officer	CWG Project Mngr	LA's
Snr level oversight & approval of payment awards with S151	A	R	C	C	C	I
Reviews of performance and Spend	I	A	C	R	R	I
Submission of local M&E reporting	I	I	A	R		R
Day to day monitoring of activity and reporting	I	I	A	C	R	C
Reporting to Boards	A	R	R	C	C	I

5.5 USE OF SPECIALIST ADVISERS

Support will be required by WMCA finance and legal teams. Including legal support for the development of the back-to-back funding agreement to be issued to LA's and finance support to develop payment profiles, set up new budget/cost codes, and have oversight of programme level performance and financials inc. review/sign off of financial returns completed by LA's to evidence actual spends.

HR support will be required to support the recruitment of the new CWG roles.

LA's will manage requirements for any specialist/SME support or staffing resources required to deliver the project as part of the double devolved model.



5.6 RISK AND ISSUE MANAGEMENT

Each LA will be required to establish a local risk register, this will inform a programme level register which feeds into our ESC Directorate Register (copy attached).

Risks will be reviewed during performance meetings with LA's in order to review if risks have escalated or being mitigated.

At a Director level we have clear processes in place for escalation of risks through our Snr Management Team and if required these can be added to the Corporate Risk Register if significant risks are identified as aligned to our internal risk processes (ie. Where the WMCA have little or no appetite).

5.7 PROJECT ASSURANCE

There is an expectation from DMCS that Legacy Fund (£70million) wide assurance checkpoints will need to be satisfied. This Programme will contribute and feed into any top-level commitments as required.

As the funding is to be double devolved to LA requirements for assurance checkpoints will be built into back-to-back funding agreements issued.

An Operational Plan will be issued to LA to set out further specific requirements that are outside the back-to-back funding agreement and will include full M&E requirements and timelines.

5.8 CONTINGENCY ARRANGEMENTS

Set out the contingency plans in the event of any delays or disruptions to anticipated services.

LA's are currently considering financial/delivery profiling – noting that 50/50 may not be viable either due to the overarching programme financial requirements (30/70 award) or their own local circumstances, noting several have advised that they expect existing employment support funding to end by q3/4 of 2023. In the event of delays, we have the opportunity to re-profile LA activity and funding so this enables activity to start during q3 or q4 of year 1 and then progress over 2024/25 financial year to 31st March.

Performance monitoring will be in place and any risks in respect of delays in local delivery or potential underspends will be escalated if the LA is unable to resolve this.

5.9 LESSONS LEARNT

Employment support and jobs and skills activity has been largely funded through European Funding to date, extensive research and evaluations have been carried out on these projects and LA partners and the WMCA have a sound understanding of projects that did or did not work well in their areas.

An employment working group has already considered some of these challenges and the projects set out for local delivery build on this, critically through double devolution of this

funding LA's will be able to ensure that activity is tailored to meet local need, including targeted interventions in priority wards or to priority cohorts.

5.10 MONITORING AND EVALUATION

A template will be issued to each LA for M&E reporting, to include the outputs and outcomes as set out in these BJC (based on local projects to be delivered).

Monthly progress reviews will be carried out and bi-monthly or quarterly M&E returns will be required (this will depend on DCMS reporting timelines).

The M&E templates will include a risk register and financial spreadsheet, LA will be required to include actual and forecast data on their returns, in order for the WMCA to be able to review progress to date and potential year end performance against the grant schedules issued.

The LA Skills Group will be consulted on the appropriate level of evaluation that will be required for the programme in order to shape future delivery activity in this area, this may require a WMCA commissioned evaluation.

MANDATORY APPENDICES REQUIRED FOR THIS BJC

The following documents must be appended to this BJC:

APPENDIX	PROVIDED (Y/N)
Risk Register and Issue Log	Y
Written Confirmation/s of Confirmed Funding	N
Project Schedule	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	N/A
If CRSTS, DfT Additional Appendix	N/A



WMCA Investment Board

Date	19 th June 2023
Report title	Change Request Skills Programme Business Case
Portfolio Lead	Councillor Duggins (Skills)
Accountable Chief Executive	Clare Hatton Director – Employment, Skills, Health and Communities
Accountable Employee	Lisa Hamilton – Senior Delivery Manager, Projects & Programmes
Report has been considered by	Investment Panel - 22 May 2023

Recommendation(s) for action or decision:

The Investment Board is recommended to:

- (1) Approve a change request to the Skills Programme Business Case (PBC), subject to approval of the CWG LEF – Jobs and Skills Business Justification Case (BJC), in order to receive additional funding for employment and skills activity awarded as part of the Commonwealth Games Legacy Enhancement Fund (CWGLEF).
- (2) Agree to delegate authority for the development and onward issuing of the LA Grant Funding Agreements to the Director of Employment and Skills in consultation with the WMCA S. 151 Executive Director and Director of Law and Governance.

1. Purpose

To secure approval to a change request to the Skills Programme Business Case for receipt of additional funding for Employment and Skills provision, secured from the CWGLEF as set out in the [WMCA March 2023 Board Report](#).

2. Background

The Skills PBC was approved by Statutory Officer Board on the 1st February 2023 (appendix 3). The PBC sought approval for receipt and commissioning of regional skills funding to the value of £274,757,735.

Following the announcement of the Commonwealth Games LEF a further £4.85m Jobs and Skills and £0.9m Mental Health, totalling £5.75m is to be allocated to support Employment, Skills & Health projects across our region.

The change request submitted seeks approval to increase the Skills PBC to a total amount of £280,507,735 whilst also seeking agreement that the CWG LEF for jobs, skills and wellbeing can progress to delivery aligned to the approach approved in the original PBC. For CWGLEF activity this will be through issuing back-to-back grant funding agreements to our local authority partners, on an equal basis of £801,714).

The CWGLEF will provide additional funding focused on employment support activity across our region, including delivery of activity in response to the Mental Health Commission's recommendations. Critically, employment support is a key area that receives limited regional funding, this has been further exacerbated by the end of EU funding across the region. Whilst UKSPF does provide some funding support in this area, the value of this is significantly less, which will have a major impact on our local authority partners ability to deliver employment support programmes going forward. The CWG LEF will enable us to maximise UKSPF spend by utilising CWG legacy funding in specific projects which will form part of a blended offer of employment support inc. UKSPF projects, Multiply and AEB. (*Table 1. on p3 sets out a summary of existing Employment and Skills regional offers*).

We will build on the good practice of the 2022 CWG, which included extended support for youth and learning, including a Jobs and Skills Academy project which was aimed at supporting priority groups to access volunteer opportunities created by the Birmingham Organising Committee for the 2022 Commonwealth Games. With an overall aim of establishing volunteering habits, improving workforce skills and preparedness for work, increasing levels of community volunteering and improving levels of cohesion by bringing together different groups. Critically, these activities, outcomes and impacts spanned a number of CWG Mission Pillars, and the activities had specific linkages to the 2022 CWG Bring People Together Mission Pillar.

The 2022 CWG Jobs and Skills Academy was designed to help the region grow and succeed through increasing the skills, opportunities and employment preparedness of residents in the West Midlands. By providing training in Games-related skills, supporting access to Games-related opportunities, and supporting access to future employment pathways for West Midlands residents. The Academy sought to increase the employment, productivity and GVA of Games-related sectors in the region. As with the Jobs and Skills Academy, the Volunteering Programme aimed to support regional growth and success by providing high quality work experience, volunteering and skills development opportunities for people living in the region. The Programme objective was to improve the employment prospects of priority groups leading to an increase in the number of employed people in the region in the medium to long term.

A separate Business Justification Case has been developed to provide details of the CWG LEF – Jobs, Skills and Wellbeing Programme.

Table 1. Summary of WMCA Employment and Skills Provision:

**WMCA Skills Programmes Summary
£280m**

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

3. Strategic Aims and Objectives

The changes requested will continue to deliver on the strategic aims and objectives as set out in the original PBC, this includes:

- a. Promote inclusive economic growth in every corner of the region.
 - We will invest in training and skills programmes that help businesses grow and our citizens secure good jobs
- b. Ensure everyone has the opportunity to benefit.
 - We will work with partners to give our communities access to training and employment support to secure and succeed in new opportunities
 - We will work with partners to identify and address the different barriers faced by our diverse communities

As part of the wider CWG Legacy Economy, trade and tourism pillar delivery activity will align with the WM Plan for Growth priorities and provide support for mental health and wellbeing.

4. Financial Implications

This change request is to add £5.75m to the Skills Programme Business Case, subject to DCMS approval. The procurement of services or issuing of grants will be subject to the agreed Financial Due Diligence, with all contracts including appropriate clauses to protect WMCA finances and mitigate risk, such as payment on performance, clawback, payment in arrears, etc.

As outlined in the December paper, WMCA will be the accountable body for this fund with delegated authority to manage the overall CWGLEF programme, and all funding needs will need to be spent over the next two financial years (2023/24 and 2024/25)

5. Legal Implications

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

6. Single Assurance Framework Implications

WMCA Appraisal Notes: This Change Request (CR) has been appraised and is SAF compliant.

The change to the Programme Business Case is required to add in additional CWG Legacy funds of £5.75m to which a Business Justification Case has been submitted – please note that this is currently in the approvals process.

Based on review by appraisal this CR is recommended for approval.

Project Notes: The CWGLEF will be managed in line with the SAF. Following Board approval of the pillar programme allocations and agreement of the final funding agreement with DCMS, delivery bodies will be able to spend at risk in advance of business case approval by the Investment Board to support mobilisation of programmes given the short timeframe for delivery. The decision to spend at risk will be taken by the Finance Director/S151 Officer.

7. Equalities Implications

A key objective of the CWG Legacy Fund is to create an inclusive legacy for CWG across the West Midlands. We anticipate that the fund will have positive equalities implications and will conduct more detailed assessments for each programme as they are developed and delivered.

8. Inclusive Growth Implications

The prioritisation for the CWG Legacy Fund around the four pillars will contribute to the region's inclusive growth framework fundamentals in the following ways:

- **Economy, trade and tourism pillar:** in line with our inclusive economy priority to ensure economic prosperity reaches into the homes across the WMCA area, and improving training and skills in line the education and learning fundamental.

- **Inclusive communities pillar:** development of an inclusive communities strategy and community-led activities will help achieve our power, influence, and participation fundamental;

- **Culture and heritage pillar:** strengthen investments in our cultural and heritage infrastructure will increase pride in place, in line with our power, influence and participation fundamental; and

- **Wellbeing and sustainability pillar:** physical activity programme and green grants will help reduce health inequalities in line with the health and wellbeing fundamental.

Whilst Jobs and skills delivery activity is focused on the economy, trade and tourism and wellbeing and sustainability pillar priorities, it should be noted that the new projects to be delivered through the CWG Legacy Fund and the existing wider skills programmes fundamentally underpin all four pillars.

9. **Geographical Area of Report's Implications**

This report relates to the seven constituent authorities of the WMCA.

10. **Other Implications**

N/A

11. **Schedule of Background Papers**

Appendix 1. Skills PBC Change Request Form

Appendix 2. Skills Risk Register

Appendix 3. Skills PBC

Also see CWG LEF – Jobs & Skills - Business Justification Case (IP 22 May 2023 & IB 19 June 2023)

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Change Request Form

WHAT CONSTITUTES A WMCA CHANGE REQUEST?

Change Control is the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated, and then approved, rejected or deferred. This **Change Request Form** is required when the tolerances that were set out in the approved Business Case are or will be breached. These include changes to Time, Cost and Scope.

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

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

CHANGE REQUEST FORM GUIDANCE

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

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

1 CHANGE REQUEST DETAIL

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

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

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

2 BASELINE ASSESSMENT, CHANGE REQUEST DESCRIPTION AND RATIONALE

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

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

Programme Business Case (PBC)

2B ROOT CAUSE

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

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

2C CHANGE DESCRIPTION AND RATIONALE (MAX 500 WORDS)

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

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

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

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

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

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

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

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

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

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

Table 1. summary of WMCA Employment and Skills Funding:

**WMCA Skills Programmes Summary
£280m**

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

3 IMPACT ASSESSMENT

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

3A COST IMPACT (£)

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

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

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

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

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

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

3B TIME IMPACT

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

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

3C SCOPE IMPACT

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

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

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

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

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

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

3D DEPENDENCIES IMPACT

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

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

3E STAKEHOLDER IMPACTS AND STRATEGY CHANGE IMPACTS

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

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

3F OUTPUTS, OUTCOMES AND BENEFIT IMPACTS

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

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

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

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

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

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

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

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

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

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

Table 2

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

Table 3

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

3G RISK IMPACT

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

2 risks have been identified at a project delivery level:

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

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

3H ISSUE IMPACT

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

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

3I PROCUREMENT IMPACT

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

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

4 GOVERNANCE AND DECISION – INTERNAL USE ONLY

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

4A APPRAISAL RECOMMENDATION

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

Appraisal Recommendation:

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

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

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

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

4B STAKEHOLDER INVOLVEMENT

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

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

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

N/A

Observations and Comments:

4C DECISION AND GOVERNANCE

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

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



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

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Investment Board

Date	19 th June 2023
Report title	Legacy Trailblazer Programme – Business Justification Case
Portfolio Lead	Cllr Kerrie Carmichael, Portfolio Holder for Inclusive Communities
Accountable Chief Executive	Laura Shoaf, Chief Executive, West Midlands Combined Authority
Accountable Employee	Ed Cox, Director of Strategy, Integration and Net Zero Claire Dhami, Head of Systems Change and Inclusion Bethan Stimpson, Head of CWGLEF (Inclusive Communities)

Recommendation(s) for action or decision:*

The Investment Board is recommended to:

- (1) Approve the £5million proposal set out in the Business Justification Case for the Commonwealth Games Legacy Trailblazer programme, namely Gen22, Bring the Power, Critical Mass, Social Value and Volunteering.
- (2) Approve delegation of delivery of the Commonwealth Legacy Trailblazer programme to the Official Commonwealth Games Charity, United by 2022.

1. Purpose*

During the Games five Birmingham 2022 Commonwealth Games legacy programmes achieved high levels of inclusive impact and reach amongst underserved communities and in overlooked places across the West Midlands. However, not everyone had a chance to take part and this proposal extends those opportunities for a two further years so that more people can volunteer at events, young people facing barriers can access social action placements, people with disabilities and more women and girls can participate in Games-linked physical activity, and more VCSEs operating in our most deprived places and with our most disadvantaged people can gain resilience from inclusion in the Games legacy network.

2. Background*

£70million of one-off inwards funding to WMCA has been secured from DCMS resulting from a significant underspend on the Birmingham 2022 Commonwealth Games. £5million of this budget has been approved in principle by WMCA Board in December 2022 and March 2023 WMCA Board meetings, with further details of the proposed activity set out in this Cover Paper and supporting Business Justification Case for approval by Investment Board in June 2023.

The programme has been specifically designed to the allocated budget, having initially been costed at £8million in Q1 2023 calendar year. Efforts to minimise spend and maximise efficiency,

whilst not compromising outcomes have been prioritised. There is therefore no budgetary shortfall to delivery, subject to the full £5million budget set out in this report being approved.

The proposal included in this report represents a new investment in five pre-selected Commonwealth Games projects named above. There is no existing business as usual activity within the WMCA in this area. The five selected projects include:

- Critical Mass – an inclusive dance programme, supporting young people with disabilities to access dance-based activities and performance opportunities across the West Midlands. Participants will have the opportunity to perform at the Games Anniversary Festival in Summer 2023.
- Gen22 – a youth social action programme, aimed at empowering young people aged 16-24 to make real change in their own communities.
- Volunteering – maintaining the regional asset that is the ‘Commonwealth Collective’, meeting a local demand for volunteers, and positioning the region as a viable host for future major events.
- Bring the Power – schools and community-based youth programme, delivering workshops and upskilling teachers to maximise the educational opportunities presented to young people, particularly girls and SEND young people in the West Midlands.
- Social Value – connecting private and third sector organisations to maximise community impact and corporate social value in a measurable and quantitative way.

The delivery agent for these projects has been pre-defined as the United by 2022 Legacy Charity (UB22) – the official Birmingham Commonwealth Games charity. UB22 is led and staffed by individuals who previously worked for the B2022 Organising Committee (OC), delivering the five projects. For the impact and reputational management required for this intervention, branding continuity is essential, and therefore UB22, as the rights holder of the Games branding assets is the only viable delivery option. This proposal for Direct Award has been explored with WMCA Procurement and Legal colleagues, and the approach has been confirmed as acceptable under relevant legislation and guidance.

UB22 was established in March 2021 and responds to Select Committee concerns that previous major events have failed to adequately prepare for legacy, often falling short of ambitions. Evidence of previous delivery is therefore significant, audited accounts are available, governance is robust, the Board recruitment was transparent and comprises an inclusive group of highly respected Trustees from the region. The Exec and operational staff is drawn entirely from ex-OC Legacy team colleagues, directly responsible for the significant positive legacy impact resulting from the Games. UB22 has exclusive access to unique institutional memory, knowledge and skills. It benefits from recognition in the community and warm partner relationships, together with detailed operational understanding of each of the five trailblazer projects which this funding will cover.

There is current evidence of demand for all five projects amongst communities and VCSEs in the West Midlands. In 2023, community consultation tested post-Games appetite for the outputs and the objectives of these specific trailblazer projects and found not only demand, but also that communities trusted the charity as a neutral body to deliver fairly on behalf of WMCA. Communities said that the Games brand continues to be seen as inclusive, positive and powerful, with the potential to engage underserved beneficiary groups linked to all five Trailblazers.

It is essential that this proposal contains all five of the Trailblazers projects. For efficiency there are significant overlaps and dependencies between projects, with particular emphasis on comprehensive coverage of regional community feeling and engagement.

Approval of this funding can unlock sustainable funding for these projects from regional private sector and national funding sources. Sustainability discussions are well-advanced and centre on

how private and national funding could be leveraged to support these projects beyond March 2025 and into years 3, 4 and 5.

WMCA has a four-year history of project delivery working alongside the OC. The commissioning of these projects via UB22 will continue WMCA's contribution to the Games' ongoing legacy ambitions, securing positive public perception.

3. Strategic Aims and Objectives

The selected Trailblazer projects directly align with WMCA's strategic objectives to:

- Ensure everyone has the opportunity to benefit: the selected delivery agent, UB22, will continue to operate the funded projects in alignment with the Games' mission statement; 'the Games for everyone'.
- Promote inclusive economic growth in every corner of the region: projects are designed to be inclusive and accessible to residents across the wider West Midlands, with specific consideration for marginalised groups, including but not limited to those from ethnic minority backgrounds, SEND backgrounds and individuals facing socio-economic barriers.
- Develop our organisation and our role as a good regional partner: WMCA's investment in these projects will facilitate additional engagement from wider regional stakeholders, including funders, local authorities, and private sector investors.

The table below sets out the objectives specific to this programme, with clarity of which Trailblazer project contributed to which objective.

In the £5m programme, £320,756 is allocated for Evaluation costs which is 6.4% of the total budget. This includes £79,956 (24.9% of the evaluation costs) over two years for an internal Evaluation Manager who will be responsible for managing the relationship and contract with the Independent Evaluator, and who will also work with project teams to integrate evaluation standards consistently and effectively across the programme and support the identification of inflight value add and greater visibility of case studies, which was specifically requested by communities in the March 2023 consultation. This adopts a best practice approach successfully applied by the Commonwealth Games in their Evaluation and has been independently recognised as a robust, transparent and efficient delivery model. The remaining spend (75.1% of eval costs) will cover the Independent Evaluator supplier/s and any evaluation reports or dissemination of learning.

		Alignment to Project Objectives						
		Provide personal and professional development opportunities to underrepresented groups	Empower Young People to make real change in their own communities	Provide credible and consistent community upskilling opportunities to individuals	Meet regional local demand for volunteers; positioning the West Midlands as a viable host for future major events	Contribute to increased feelings of civic pride in Birmingham and the West Midlands region	Improve the connection between private and third sector organisations. Maximise community impact and corporate social value	Expanding no. of organisations capable of receiving and effectively using funding to support wider objectives
Bring the Power and Gen22	Objectives Alignment							
	Critical Success Factors	<ul style="list-style-type: none"> Hold 7 school festival days across all WMCA authorities each year Deliver a minimum 100 youth workshops, for 8–14-year-olds, supporting a minimum of 2,500 young people by March 2025 For 2,000+ students across the region to be able to access events including the Birmingham Anniversary Festival; Stage 100 visits and assemblies per year featuring B2022 mascot Perry, in school, youth settings and events, with Educational Resources linked to Perry which has new themes; 						
Critical Mass	Objectives Alignment							
	Critical Success Factors	<ul style="list-style-type: none"> Stage regular activity engaging up to 100 (at any one time) young people per year in 6 locations; Enable 50 individuals from the West Midlands to benefit from training directly per year; Deliver a minimum of 500 individuals reached with online training resources / indirect activity per year; Stage 1 public performance moment in the West Midlands per year; Commissioning of 'Beyond Critical Mass' in project delivery, implementing programme learnings in different creative settings across the region. 						
Volunteering	Objectives Alignment							
	Critical Success Factors	<ul style="list-style-type: none"> Aim to register at least 10% (c. 5,000) of the original Commonwealth Collective applicants on to the retained database; Attract new volunteers (target minimum threshold 500) who had not previously engaged with the Commonwealth Collective; Reach an Individual to volunteer placement fill rate of minimum 20% (2 in 10 individuals included on the Volunteer Platform to actually volunteer within a 12-month period); Meet 90% of organisational volunteer demand within any 12-month period. 						
Social Value	Objectives Alignment							
	Critical Success Factors	<ul style="list-style-type: none"> Work towards a stretch target delivery of 2:1 of social value delivered through the Inclusive Communities pillar of the Commonwealth Games Legacy Fund; 10% Social Value requirements to be implemented across all procured services and outputs monitored and measured; Have quantifiable measures of achieved social value, on a per £1 invested basis within any given 12-month period; Support improved connectivity between public and private sector organisations, into mutually beneficial partnerships. 						

4. Financial Implications*

The total available from the CWG Legacy Fund for Trailblazer programme is £5.0m revenue grant funding for 2 years through to March 2025, subject to receipt of the final grant award letter for the Commonwealth Games Legacy funding from DCMS and accepted by WMCA.

The table below breaks down the total budget for this programme (£5million) against the five Trailblazer projects.

	Gen 22		BTP		Critical Mass		Social Value		Volunteering		Total	
Direct delivery costs	£969,036	19.4%	£857,286	17.1%	£1,046,538	20.9%	£525,185	10.5%	£320,484	6.4%	£3,718,530	74.4%
Programme overheads	£123,942	2.5%	£123,942	2.5%	£123,942	2.5%	£123,942	2.5%	£123,942	2.5%	£619,712	12.4%
Evaluation	£64,151	1.3%	£64,151	1.3%	£64,151	1.3%	£64,151	1.3%	£64,151	1.3%	£320,756	6.4%
Marcomms	£58,400	1.2%	£58,400	1.2%	£58,400	1.2%	£58,400	1.2%	£58,400	1.2%	£292,000	5.8%
Essential professional costs (e.g. legal)	£9,800	0.2%	£9,800	0.2%	£9,800	0.2%	£9,800	0.2%	£9,800	0.2%	£49,000	1.0%
Total	£1,225,330	24%	£1,113,580	22%	£1,302,832	26%	£781,479	16%	£576,777	12%	£4,999,998	100%

WMCA anticipates notification of revenue grant funding from DCMS through Q1 23/24. However, as this business case will not be formally approved until June 23 Investment Board, any expenditure prior to this approval will need to be agreed and underwritten by WMCA's S.151 Officer. This approach was agreed at the CA Board meeting in March 23.

This business case includes a financial risk of c.£375k relating to Q1 expenditure, associated with time critical activities tied to the B2022 Anniversary Festival in July 2023.

It is acknowledged that United by 2022 (UB22) do not have the scale or balance sheet strength to cashflow programme operations at this scale. Similarly, this also presents WMCA with a potential risk which requires mitigation.

Therefore, to limit WMCA's exposure to risk on this project, the payment mechanism to the delivery partner UB22 has been reviewed and agreed with WMCA's S.151 Officer. Payments will be issued to UB22 on a monthly 'up-front' basis. Therefore, ongoing spending risk to WMCA will be limited to one monthly spend period (£210k average per month).

WMCA will be required to cashflow this programme as the grant can only be claimed quarterly in arrears from DCMS.

A robust assurance process will be operated by WMCA Finance in partnership with the Programme specific operational team, to ensure delivery outcomes match payments being made. An expenditure review with UB22 will be conducted on a monthly basis to establish actuals against budget. Where actual spend is less than the total payment made in advance, WMCA may vary the amount of additional funding paid on the next instalment to minimise the risk of a material budgetary underspend at the end of the delivery period (March 2025). This will be reflected in the grant agreement issued to UB22 on programme commencement.

UB22's initial costings for the project will require further discussion and refinement before any contract is awarded for delivery of this project, to ensure value for money is achieved.

A small amount of funding has been ringfenced to support a monitoring and evaluation methodology, including financial contribution to an Evaluation Manager post to be embedded within UB22. This model was employed by the OC and was especially effective for capturing social return on investment.

5. Legal Implications*

There are two ways that monies can be provided to UB22 (a) by way of procurement in line with the Public Contracts Regulations 2015; or (b) by providing a grant. It is the recommendation of the WMCA Legal team that the procurement route be followed to mitigate resulting risks. A summary of the two options and factors considered are set out below.

(a) Procurement

It is proposed that UB22 are awarded the sum of £5million, this is over the threshold for services and supplies (£213,477 inclusive of VAT) and the threshold for the Light Touch Regime (£663,540 inclusive of VAT).

There is however an alternative, which is to award the contract in accordance with Regulation 32 and follow the appropriate procedure notifying the market of our intention to award the contract to UB22, the justification for doing so and the amount of the award. It should however be noted that a 10 day standstill period must be undertaken from the date the Voluntary Ex Ante Transparency (VEAT) Notice is published before a contract is entered into with the provider.

This Business Case proposed award of a Contract to a single organisation (UB22) without competition. The negotiated procedure without prior publication under regulation 32 of the Public Contracts Regulations 2015 (PCR 2015) enables a contracting authority to negotiate a contract with one or more providers without any advertisement or competition.

Regulation 32 (2) (b) states “where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons:

- (i) the aim of the procurement is the creation or acquisition of a unique work of art or artistic performance,
- (ii) competition is absent for technical reasons,
- (iii) the protection of exclusive rights, including intellectual property rights

but only, in the case of paragraphs (ii) and (iii), where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

As set out in this report (and supporting BJC) United by 2022 is the only economic operator which can bring about this unique series of inclusive projects activities (i) and there is a need to use the exclusive rights of the organisation(iii).

The award to United by 2022 should comply with the funding terms and conditions imposed on WMCA by the Department for Culture, Media and Sport (DCMS) and WMCA internal procedures. In this case, for the reasons given in the report, there is justification for awarding this contract under Regulation 32 of the PCR. As set out in the report United by 2022 is the only economic operator which can bring about a unique series of project activities and there is a need to use the exclusive rights of the organisation.

It is proposed that WMCA standard terms and conditions are amended to incorporate additional clauses to protect and mitigate WMCA’s position in relation to making advance payments and to flow down obligations placed on WMCA by the Department of Culture, Media and Sport. However, it is strongly recommended that a schedule is attached defining the clear outputs, payment arrangements, monitoring information and data required of the organisations.

The Contract will also need to include clauses specifically relating to double funding and clawback following a reference in the report to other funders/ funding streams being approached to provide funding. Should any monies be awarded to UB22 by way of a grant or for services that are already being provided and paid for by WMCA we will have to ensure there are robust

clauses in place to enable WMCA to recover/clawback (amongst other matters) any double funded costs.

(b) Grant Agreement

WMCA are able to provide grants to third party organisations. However, it must be considered whether a grant is the most appropriate action and used in the absence of a proper procurement route.

When providing grants WMCA have a duty to ensure that some form of competition has taken place to justify the grant amount, the purpose of the grant/grant activities and the choice of organisation receiving the grant.

If a grant is to be made consideration needs to be given to Subsidy Control and a Subsidy Control Assessment should be undertaken prior to the award of any grant monies.

Any grant agreement entered into by WMCA and UB22 should include additional clauses to protect and mitigate WMCA's position in relation to making advance payments and to flow down obligations placed on WMCA by the Department of Culture, Media and Sport.

6. Single Assurance Framework Implications

At meetings on 19 December 2022 and 17 March 2023, WMCA Board approved an approach to the £70million Commonwealth Games Legacy Enhancement Fund (CWGLEF) in line with the SAF. Following Board approval of a four-pillar programme allocation, £21.8million was ringfenced for 'Inclusive Communities', with £5million to be spent on the Legacy Trailblazer Projects.

The continuation of support for this project is contingent on a comprehensive Business Justification Case be assessed through the SAF process and presented to and approved by Investment Board at the meeting on 19 June 2023.

7. Equalities Implications

The five projects selected for continuation in this Business Justification Case all underwent robust Equality Impact Assessments at design and implementation phase in 2020, whilst still under the operational ownership of the B2022 Organising Committee (OC). This activity was overseen by a dedicated EDI function within the then existing OC.

EDI was a cross-cutting thematic priority embedded throughout B2022 Legacy delivery. This was captured in the 'Our Legacy' public report publicised in Summer 2022, and EDI measurables were also prioritised for inclusion in the Games wide Evaluation.

The five projects have each been specifically selected for their ability to address long standing matters of inequality across regional communities. A summary of each project and its ability to promote equality is provided below:

- Gen22 - for young people with barriers to access;
- Bring the Power - focus on SEND, women and girls and youth voice;
- Volunteering - broadening participation in volunteering, implementing learnings from the success of the Games Commonwealth Collective and retaining existing engagement from new entrants to this community space;
- Social value - building skills and capacity in the community through private sector engagement;
- Critical Mass – focusing on Equality, Power and Participation, as a result of the dance cohort being fully inclusive of disabled and non-disabled people.

There is current evidence of demand for all five projects amongst communities and VCSEs in the West Midlands. In 2023, community consultation tested post-Games appetite for the outputs and the objectives of these specific trailblazer projects and found not only demand, but also that communities trusted UB22 as a neutral body to deliver fairly on behalf of WMCA. Communities said that the Games brand continues to be seen as inclusive, positive and powerful, with the potential to engage underserved beneficiary groups linked to all five Trailblazers.

It is widely acknowledged that the Games received negative criticism from some of these communities, largely resulting from gaps in the funding landscape, and perceptions that some areas/groups did not receive the same positive impact as others. This proposal has been specifically designed to mitigate concerns arising from the community, to address and plug acknowledged gaps, and seeks to level the playing field in terms of access to legacy benefits across the West Midlands.

8. Inclusive Growth Implications

This Business Case proposal forms part of the CWGLEF Inclusive Communities pillar, which itself contributed to WMCA Inclusive Growth priorities through the development of an inclusive communities strategy and community-led activities. These activities will together in combination help achieve our power, influence, and participation fundamental.

The Legacy Trailblazer Programmes will further contribute to WMCA's Inclusive Growth Priorities in the following ways:

Gen22 and Bring The Power have Education and Learning at the heart, through both programme's being focused on schools and young people seeking opportunities to fulfil their potential.

The Volunteer platform will be connecting communities, with opportunities stretching right across the West Midlands region and it being a platform for all those interested in volunteering or those who have given voluntary service.

Connecting Communities will also be the same for the Social Value strand and its plan to treble the number of organisations part of the Community Network set up for Birmingham 2022. This also ties into Inclusive Economy, as a result of the partnerships which will be formulated between organisations of all sizes and the economic benefits which will come from such collaboration.

9. Geographical Area of Report's Implications

This report applies to the West Midlands Combined Authority area coverage, including Birmingham, Coventry, Dudley, Sandwell, Solihull, , Walsall, and Wolverhampton..

10. Other Implications

The WMCA must implement suitable staffing and processing capabilities internally to manage timely payment of funds to UB22 to facilitate efficient project delivery.

2023 Community Consultation revealed high expectations that this funding offered communities a second opportunity to access the benefit of the Birmingham Commonwealth Games – and was warmly welcomed as a chance for the Games legacy to include more people, places and partners. However, there is also a reputational risk arising from widespread community concern that too much time has passed, too little information has been shared and many contributors expressed a loss of hope of ever seeing this reach them. To re-engage with communities across the region

after almost a year it will be important to reactivate Games branding and ensure the difference between this, and BAU funding or programmes is clearly communicated to communities.

11. Schedule of Background Papers

Single Assurance Framework
Legacy Trailblazers Programme Business Justification Case
Risk Register and Issue Log
Project Schedule (Cashflow)
Benefits Realisation Plan and Register
B2022 Legacy Plan
Outcomes and Evaluation Summary

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Business Justification Case

Single Assurance Framework



West Midlands
Combined Authority

BUSINESS JUSTIFICATION CASE

The purpose of the **Business Justification Case (BJC)** is to:

Act as a single stage business case, using the Five Case Model, for the delivery of relatively low risk spend for which firm prices are available.

A BJC may be considered within WMCA for smaller items of spend, which:

- Are not novel or contentious and
- can be procured from an existing pre-competed arrangement whilst
- recording the findings of the procurement phase to identify the option that offers the 'most economically advantageous tender' (MEAT) and best public value.

To support better spending, investment decisions and better procurement, this Business Justification Case should be written using West Midlands Combined Authority (WMCA) guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROJECT DETAIL			
Project Name:	CWG Trailblazer Programme		
Programme Name (if applicable)			
Directorate (if WMCA internal):	Strategy, Integration and Net Zero		
Organisation (if WMCA external):			
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?	<p>The project and its associated £5million budget was approved by the WMCA Board on 17th March 2023.</p> <p>The Delivery Agent, United by 2022 and its Board of Trustees confirmed its commitment to the programme on 30th March 2023.</p>		
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Claire Dhami		
Programme SRO (if applicable)	Bethan Stimpson		
WMCA Executive Director:	Ed Cox		
Finance Lead:	Aqeel Rizvi		
Legal Representative:	Nigel Channer		
Procurement Lead:	Brad Benson		
Other (i.e. HR / Health & Safety):	Carla Shephard – Communications		
VERSION CONTROL			
Version:	Version 2	Date:	20/04/2023

BJC Prepared by:	Bethan Stimpson	Job Title:	CWG Head of Legacy (Inclusive Communities)
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EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES

- A BRIEF PROJECT DESCRIPTION AND WHY IT IS NECESSARY
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

The B2022 Organising Committee and its Games partners have successfully delivered a series of successful legacy and benefits programmes, with a particular focus on inclusion and removal of barriers to entry. There is a track record and shared ambition to continue delivery of these programmes where evidence of positive impact is clear. The Legacy Trailblazer programmes will be delivered by United by 2022 (UB22), the Official Games Charity responsible for local regional impact and rights owners for the Intellectual Property and Brand Assets of these programmes.

Programmes selected for extension are amongst those published in the Games Legacy Plan and Our Legacy publications. The cost for ongoing delivery of these projects until March 2025 is £5million. Projects include:

- Critical Mass – an inclusive dance programme, supporting young people with disabilities to access dance-based activities and performance opportunities across the West Midlands.
- Gen22 – a youth social action programme, aimed at empowering young people aged 16-24 to make real change in their own communities.
- Volunteering – maintaining the regional asset that is the ‘Commonwealth Collective’, meeting a local demand for volunteers, and positioning the region as a viable host for future major events.
- Bring the Power – schools and community-based youth programme, delivering workshops and upskilling teachers to maximise the educational opportunities presented to young people, particularly girls and SEND young people in the West Midlands.
- Social Value – connecting private and third sector organisations to maximise community impact and corporate social value in a measurable and quantitative way.

Risk level across this budget profile is low, with a significant proportion of costs being largely known through successful delivery of programmes to date and set up costs already absorbed. However, detailed budgeting and alignment with wider Fund priorities are ongoing and will influence the final budget allocated.

FINANCE SUMMARY

<i>Table 1</i>	
Finance Summary	BJC (£)
Total Project Cost:	£5,000,000
WMCA Funding Required:	£5,000,000
WMCA Funding Stream:	DCMS CWG Legacy Fund
Funds Secured:	0
Funds Not Secured:	£5,000,000

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Specify the spending objectives for the project. Note, all programmes need to consider Inclusive Growth and its contribution to Net Zero. These should focus on the target outcomes for the intervention and be SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent). Desired outcomes include: improved economy, efficiency, effectiveness, replacement and compliance.

<i>Table 2</i>					
#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)
1.	Provide personal and professional development opportunities to underrepresented groups	30,000 hours of social action 150 disabled young people offered development opportunities connected to dance 140 community organisations engaged in personal and professional development	To put places (particularly with higher deprivation) and people with SEND, Women and Young People at the centre of Games legacy activity.	Bring the Power Focus areas to include promotion of women and girls in sport and being inclusive of those with SEND. Specific action to provide opportunities and upskilling sessions to these underrepresented groups. Gen22 Aimed at young people aged 16-24 who face significant barriers (e.g., criminal record, young carer). Action to provide volunteering opportunities, mentoring and guaranteed references to add to CV's.	The projects in the pillar particularly the Bring the Power youth programme Critical Mass and Gen22 will enable people from across the West Midlands to be given opportunities to develop both personally and professionally.

				<p>Critical Mass An inclusive dance project bringing together disabled and non-disabled people through dance sessions. Actions to empower organisations to design more inclusive processes and focus on attraction of relevant project participants.</p> <p>Social Value This programme will create a network of community organisations, empowering them to provide services and support directly to most underrepresented groups through effective capacity building. Action to ensure engagement with a diverse range of community partners.</p>	
2.	Improve the connection between private and third sector organisations to maximise community impact and corporate social value	140 community organisations engaged in personal and professional development	Trebling a Community Network of smaller organisations set up by Birmingham 2022 from 140 to 420 and using United By 2022 as a broker in securing partnerships between big and small organisations.	The Social Value strand will engage private sector organisations and third sector organisations, acting as a broker for engagement and support between the two. Private sector organisations can provide support, knowledge and skills to the third sector organisation, allowing	Organisations engaged the UB22 Social Value project will be supported access project funding to implement apprenticeships), access best practice/thought leadership, and introduced to complementary partners both within the third and private sectors. Individuals engaged in activities of network

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				them to develop and build capacity.	organisations and their communities will benefit from this increased experience and capability.
3.	Empower Young People to make real change in their own communities	30,000 hours of social action 150 disabled young people offered development opportunities connected to dance 50 children engaged per schools workshop	Enable up to 150 16-24-year-olds to complete a 30-hour volunteering and self-development programme.	Gen22 will work with organisations to promote social action in communities and allow young people to decide what changes they would like to see in their own community, with Ideas Made Real allowing young people to bid in directly with their social action ideas.	As the youngest region in Europe, UB22 will ensure that young people have access to various opportunities via its Gen22 and Bring the Power projects. Both projects will facilitate engagement with community organisations who could help to open doors for relevant young people.
4.	Meet regional local demand for volunteers, helping to position the West Midlands as a viable host for future major events	11,000 volunteers engaged through B2022, with 4,000 having already expressed interest in future opportunities 140 community organisations engaged in personal and professional development	Creating a new regional digital platform, which will put out various Volunteering opportunities – targeted to those who were part of the Commonwealth Collective.	A digital portal has been created to allow volunteers to sign up and have access to a number of upcoming events requiring volunteers. Action to promote this digital service to both organisations requiring greater voluntary support and individuals seeking volunteer placements. UB22 will target big events in the West Midlands, e.g., the B2022 Anniversary Festival as well as community based voluntary demand.	The award-winning Commonwealth Collective has given the West Midlands a major asset, in those wanting to continue to give back their time in communities. The aim of the digital platform will be to grow those numbers and a centralised hub which anyone can access. The digital portal should support in improving consistency of volunteering strategy and opportunities across the West Midlands.
5.	Provide credible and consistent community upskilling	140 community organisations engaged in personal and	To use the Trailblazer projects to create opportunities for community upskilling,	Community capacity building workshops consisting of bid-writing and	Individuals will have increased opportunity to

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	opportunities to individuals, enabling them to make informed decisions about their futures	professional development	including voluntary and paid activity.	development for community partners as part of the Social Value trailblazer project. Bring the Power will be holding CPD and upskilling workshops to enable development of teachers and youth workers.	engage with upskilling activities.
6.	Expanding the number of organisations capable of receiving and effectively using funding to support wider programme objectives	140 community organisations engaged in personal and professional development	To use programmes; particularly Gen22 and Bring the Power to help increase the number of powerful projects which are funded and can make a difference.	Gen22 will look to continue funding grassroots organisations that promote sports and culture with social action. Bring the Power will also continue their work in funding grassroots programmes that focus on sport and cultural engagement of young people.	The intended outcome be to expand the number of organisations and in the process, open up their options for funding of work. The approach used Birmingham 2022 Festival has seen a significant increase in funding for cultural organisations in the region. UB22 will seek to replicate this success; particularly on projects/organisations offering upskilling opportunities to local residents.
7	Contribute to increased feelings of civic pride in Birmingham and the West Midlands region	N/A	To further benefit from the catalyst B2022 provided in helping to raise people's positive perceptions about the West Midlands.	Gen22 gives young people who may not normally feel engaged or connected to their community an opportunity. By contributing to a social action project, the young people can feel increased feelings of civic pride in Birmingham and the West Midlands region.	Individuals will continue to benefit from projects catalysed by the Game Trailblazer projects have been specifically selected to enable participation from individuals of a range of backgrounds, with a focus on those who may have historically been less engaged.

				The Volunteer Digital platform is a means to continue engagement with the Commonwealth Collective, and for the Collective to continue to play a part in building up civic pride.	
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Alignment with WMCA Inclusive Growth Priorities

The WMCA’s Inclusive Growth Priorities, link to the Trailblazer Programmes in a number of ways.

Gen22 and Bring The Power have Education and Learning at the heart, through both programme’s being focused on schools and young people seeking opportunities to fulfil their potential.

The Critical Mass programme focuses on Equality and Power and Participation, as a result of the dance cohort being a fully inclusive of disabled and non-disabled people.

The Volunteer platform will be connecting communities, with opportunities stretching right across the West Midlands region and it being a platform for all those interested in volunteering or those who have given voluntary service.

Connecting Communities will also be the same for the Social Value strand and its plan to treble the number of organisations part of the Community Network set up for Birmingham 2022. This also ties into Inclusive Economy, as a result of the partnerships which will be formulated between organisations of all sizes and the economic benefits which will come from such collaboration.

1.2 EXISTING ARRANGEMENTS AND BUSINESS NEEDS

The proposal included in this BJC represents a new investment in five pre-selected Commonwealth Games projects. There is no existing business as usual activity within the WMCA in this area.

The delivery agent for these projects has been pre-defined as the United by 2022 Legacy Charity (UB22) – the official Birmingham Commonwealth Games charity. UB22 is led and staffed by individuals who previously worked for the B2022 Organising Committee (OC).

UB22 is a newly established charity, and therefore direct evidence of previous delivery is limited. However, the organisation was established for the specific purpose of continuing legacy impact driven by the Organising Committee and its partners. The team is comprised entirely of ex-OC Legacy team colleagues, responsible for the significant positive legacy impact resulting from the Games. This has resulted in a transfer of knowledge and skills to the legacy charity, as well as a firm understanding of the scope and objectives of each of the five trailblazer projects which this funding

will cover. Further details of the impact achieved can be found in the Games Legacy Plan, included as an Appendix to this BJC. The UB22 team, lead by Chief Executive Nicola Turner, were responsible for the generation of more than £80million in funding in the run-up to the Games, and oversaw successful delivery of 12 legacy workstreams, from which the best five were selected to go forwards as Trailblazer projects.

WMCA has a four-year history of project delivery working alongside the OC. The commissioning of these projects via UB22 will continue WMCA’s contribution to the Games’ ongoing legacy ambitions, securing positive public perception.

WMCA has been selected as the recipient body for £70million of the Games underspend. There is a public expectation that much of this funding will be used to secure continuation of proven and existing Games projects. The ‘trailblazer’ projects considered in this BJC is the primary mechanism for the WMCA to achieve this objective. UB22 is the sole organisation within the West Midlands with the right to use Games branding and Intellectual Property. Investment in these projects via UB22 will ensure WMCA, and by extension DCMS’s ongoing alignment with and commitment to known projects.

The selected projects directly align with WMCA’s strategic objectives to:

- Ensure everyone has the opportunity to benefit: the selected delivery agent, UB22, will continue to operate the funded projects in alignment with the Games’ mission statement; ‘the Games for everyone’.
- Promote inclusive economic growth in every corner of the region: projects are designed to be inclusive and accessible to residents across the wider West Midlands, with specific consideration for marginalised groups, including but not limited to those from ethnic minority backgrounds, SEND backgrounds and individuals facing socio-economic barriers.
- Develop our organisation and our role as a good regional partner: WMCA’s investment in these projects will facilitate additional engagement from wider regional stakeholders, including funders, local authorities, and private sector investors.

1.3 PROJECT SCOPE AND SERVICES

In order to deliver potential service improvements, it is useful to classify needs / requirements. For this project, please outline the requirements of the project based on the following hierarchy:

Table 3	
<p>The ‘Essential’ requirements</p> <p><i>Without these requirements, the project would not be judged to be a success i.e. the ‘must have’</i></p>	<p>It is essential that a suitable delivery agent be awarded the full £5million investment. This agent has been identified as UB22, the official Games legacy charity. For the impact and reputational management required under this BJC, branding continuity is essential, and therefore UB22, as the rights holder of these branding assets is the only viable delivery option.</p>

	<p>It is also essential that the programme is delivered within the mandates time frame (by March 2025) and to budget (£5m).</p> <p>Receipt of the full £5million in funds as set out in the cashflows included under item 4.4 of this BJC is essential for successful delivery. Projects, and interplay between them, have been specifically designed to maximise outreach and impact. The £5million budget set out in this BJC already reflects significant budget cuts (from £8million) and efficiencies and represents the lowest budget feasible to enable successful delivery of programme objectives.</p> <p>It is also essential that this proposal contains all five of the Trailblazers projects set out in further detail below. There are significant overlaps and dependencies between projects, with particular emphasis on comprehensive coverage of regional community feeling and engagement. It is widely acknowledged that the Games received some criticism from some of these communities, largely resulting from gaps in the funding landscape, and perceptions that some areas/groups did not receive the same positive impact as others. This proposal has been specifically designed to mitigate these concerns, addressing, and plugging acknowledged gaps, and seeking to level the playing field across the West Midlands.</p> <p>The ability to use Games assets is also essential, as this creates a distinct link to the Games and will ensure communities feel there has been a legacy from the Games. The Games Legacy projects also hold considerable pull for organisations and will increase engagement and involvement from them. UB22 holds the IP for these programmes and also has use of Perry the mascot which will enforce the link to the Games.</p>
<p>The ‘Desirable’ requirements</p> <p><i>The project may justify these requirements on a value for money basis i.e the ‘could have’</i></p>	<p>It is hoped that a longer-term solution, including investment from the private sector will enable UB22 to continue delivery of the Trailblazer projects beyond March 2025.</p> <p>The community engagement work completed by UB22 will be used to inform ongoing community relationships directly by WMCA. Cross connectivity with CA planned Community Engagement work is desirable.</p> <p>As above, the budget initially proposed for this programme was £8million. Following initial feedback from WMCA Board and local authority leaders, this budget has undergone significant review and drive for efficiency that has resulted in the revised lower budget of £5million.</p>



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	<p>The £3million reduction that resulted from this process would extend the scope and reach of the programmes, allowing them to support more beneficiaries across the West Midlands. This additional funding could also improve community engagement efforts, which could result in a better ability to engage with the most underrepresented communities.</p>
<p>The 'Optimum' or 'Highly Desirable' requirements</p> <p><i>The project may justify these requirements on a marginal low cost and affordability basis i.e. the 'nice to have'</i></p>	<p>No further funding requests are proposed for this programme.</p>

1.4 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

The information provided should align to the Risk Register and Issue Log attached with this BJC.

Table 4							
ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Service/Business Risk?	Risk Owner	Mitigation
01	Functionality of the volunteering portal – A large influx of volunteers on the platform could result in technical issues and therefore a reduced quality of service.	3	3	A	Service	Nicola Turner	<p>To mitigate this risk, UB22 will undertake a phased launch of the platform. Initially inviting a smaller cohort of volunteers to sign up to the platform will allow the digital platform to be tested more robustly by users before it is opened up to wider volunteers.</p> <p>UB22 has also included a Volunteer Legacy Project Officer within its proposed staffing structure with significant technical knowledge of the platform system and with a strong relationship with the platform provider. This will ensure any technical issues will be recognised and resolved swiftly.</p>
02	High attrition of volunteer sign ups – Those on the volunteer platform will have the opportunity to sign up to the portal, which may result in high attrition from the original database to resulting sign ups.	4	3	A	Service	Nicola Turner	<p>The project plan for the launch of the volunteer platform includes the procurement of MarComms support to develop engaging communications that will evoke the spirit of the Games and encourage volunteers to sign up for the platform.</p> <p>Via a phased launch, there will be a small initial cohort of sign-ups, and the success stories from these sign-ups will be used to encourage further engagement and onboarding to the platform.</p>

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							In its phased launch, the platform will reach its milestone to open to the general public, not just former Games volunteers and applicants. This will allow for a wider pool of people to be engaged with the offering. If there is high attrition from the volunteer database to the volunteer platform, this milestone could be moved forward.
03	Low number of volunteering opportunities on the portal – This could cause lack of interest among the volunteers, and they would find no motivation to keep themselves engaged on the portal.	4	2	A	Service	Nicola Turner	<p>There are a considerable number of upcoming events happening in the region that UB22 will look to connect with, ensuring that there is ongoing interaction in the volunteering space.</p> <p>The existing staff on the volunteer platform have engaged with a wide range of events and local volunteering organisations to ensure a pipeline of potential opportunities is mapped out.</p>
04	Staffing and capacity for trailblazer programmes – UB22 resourcing is limited and there may be difficulty in mobilising and launching events at the current staffing capacity.	3	3	A	Service	Nicola Turner	<p>The youth programmes team will be outsourcing workshop delivery to an external provider. This will allow staffing resource to be focused on other delivery activity.</p> <p>UB22 will employ staff to support outreach activity, and where further resource need is identified will look for solutions such as contractors and/or temporary staff.</p>
05	Spending of funds within the spend window – a lengthy or complicated procurement and contracting process will reduce the time available to spend the funds. With a hard stop in March 2025, delays at the start may result in an underspend.	4	4	R	Service	Nicola Turner	The Delivery Agent will ensure a significant financial planning and monitoring framework is in place so that processes can run smoothly. Where substantial funds are in question, UB22 will ensure all due diligence has been appropriately undergone with potential suppliers to prevent delays to payments.
06	Underspend or overspend on the overall budget – there is a risk	4	3	A	Business	Claire Dhami/	A monthly spending projection will be made to ensure spending is in line with the cash flow projections.

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	UB22 could have an underspend or overspend on the programme.					Bethan Stimpson	Regular monitoring of spending, and reporting on this from UB22 to the WMCA will mitigate this risk and flag any potential over or underspend.
07	Criticism of the direct grant going to a single organisation – The WMCA could receive criticism for directly granting the Trailblazer programme to UB22.	3	3	A	Business	Claire Dhami/ Bethan Stimpson	UB22 is the only organisation in the region with the intellectual property to deliver the programmes and has staff with existing knowledge of the programmes. A strong public comms presence will reassure members of the public that funds are being appropriately spent to continue programme delivery.
08	DCMS procurement restrictions – If procurement restrictions only allow West Midlands based suppliers, the Critical Mass contractor would be outside of this scope.	4	3	A	Business	Claire Dhami/ Bethan Stimpson	If there is a regional restriction on the suppliers to deliver programmes, this will have to be mitigated through a tri-partite agreement with UB22, the supplier FABRIC and a contractor. As FABRIC is West Midlands based this would mitigate any arising issue but could result in some timeline delays due to a more complex arrangement.
09	Low number of sign-ups to Critical Mass - There is a risk that due to the delivery gap in the project from its last engagement from the Games to delivery in April, there is high attrition. A low number of sign ups to the project could impact Critical Mass' ability to deliver a performance for the One Year On Festival	4	3	A	Service	Nicola Turner	Onboarding the same contractors and suppliers who have networks within former and existing Critical Mass participants, as well as potential new participants would mitigate this risk. In addition, early promotion of the project and engagement with participants would help mitigate this risk.
10	Short initial delivery timescales for Critical Mass – The One Year On Festival is an immovable milestone for the Critical Mass project. This means the timescales to ensure there is a Critical Mass performance at the Festival are tight. Delays to the	4	3	A	Service	Nicola Turner	Clear understanding of timescales and procurement restrictions will help ensure there are no delays to the start of the programme. UB22 will also pre-engage contractors and suppliers so contracting and onboarding with them can be completed quickly. This may include doing due diligence checks before contracting.

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	start of the programme could result in Critical Mass not being able to perform at the Festival						<p>Careful monitoring of the project timeline in programme management meetings will highlight the status of this risk.</p> <p>A final mitigation for Critical Mass would be to find an alternative event for the first performance for this cohort.</p>
11	<p>Short initial delivery timescales for Bring the Power –</p> <p>In order to deliver workshops or activity in the Summer 2023 term, Bring the Power will have a short initial delivery timescale. Delays to the start of the programme could result in a lack of delivery activity in this term</p>	4	3	A	Service	Nicola Turner	<p>Clear understanding of timescales and procurement restrictions will help ensure there are no delays to the start of the programme. UB22 will also pre-engage contractors and suppliers so contracting and onboarding with them can be completed quickly. This may include doing due diligence checks before contracting.</p> <p>Bring the Power may have to reduce its scope of Summer 2023 activity if timelines were delayed but could increase activity and engagement in Autumn to counteract this.</p>
12	<p>Low engagement from young people due to incentives – Young people enrolled onto Gen22 receive incentives to encourage their participation. In its first iteration part of this package was a pair of Games tickets. A new incentives package needs to be developed that has an exciting offering to encourage young people to sign up and take part</p>	3	3	A	Service	Nicola Turner	<p>The team will work with regional events, and other contacts to develop an incentives package that works for young people.</p> <p>Consultation with young people will also help to build the right type of incentives for their needs.</p>
13	<p>Delays to payment of funds from WMCA to UB22 results in operational delays (e.g. inability to recruit and retain staff), driving a reduction in delivered programme</p>	5	2	A	Business	Claire Dhami/ Bethan Stimpson	<p>Funds outlined in this BJC will be paid to UB22 in a timely fashion. The WMCA Finance Director will support with up front cashflow allocation to enable prompt commencement of committed activity.</p>

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	outcomes within the defined timescales.						Ongoing regular finance reviews to monitor spend and ensure it is in line with projections will take place in line with the process set out in the Assurance section of this BJC.
	Contractual terms between WMCA and UB22 must align with those in the Agreement between DCMS and WMCA. With visibility of DCMS terms not expected until June 2023, and the potential for a cash prepayment to be made to UB22 in advance on June, there is a risk that suitable terms are not put in place to satisfy any DCMS mandated conditions.	2	4	A	Business	Ed Cox	<p>Senior leadership discussions between the CEO, Legal Director and Finance Director are ongoing to ensure that all strategic, legal and financial business implications have been considered in advance of any upfront cash payment being made.</p> <p>Weekly meetings with DCMS have been scheduled to maintain close connection whilst terms are being drafted. Visibility of draft terms has been requested. Verbal discussions have confirmed that terms will not be significant due to existing tightness of time constraints.</p> <p>The risk will continue to be monitored and periodically reviewed for increased risk.</p>
	A cash prepayment to UB22 is proposed for April 2023 in advance of the Funding Agreement between WMCA and DCMS being executed. This spend is therefore being made at risk, and in the event of the funding not being received from DCMS, or the BJC not being approved at June Investment Board, the cash spend would need to be covered via WMCA BAU budgets.	4	2	A	Business	Claire Dhami/ Bethan Stimpson	<p>Written confirmation/evidence that WMCA Section 151 Officer approves payment to UB2022 ahead of Business Case/Project approval at June's Investment Board will be provided pending senior leadership discussions taking place w/c 17/04/2023.</p> <p>WMCA Legal team have been engaged to understand impact to funding agreements.</p> <p>This risk is being monitored closely whilst the above actions are completed.</p>



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1.5 CONSTRAINTS

Key Milestone Dates

1. Gen22 and Bring the Power both focus on youth engagement and therefore outreach will be mirrored across the two programmes, through schools, colleges and youth groups. As a result, there is considerable alignment to the school calendar and reliance of any school engagement to be done between now and July. By waiting until the summer for outreach and engagement to take place, the chances of active workshops with children and young people are reduced and the potential of the programmes cannot be maximised until September. This is highlighted in the risk log.
2. The One Year On Festival is due to take place in July 2023, at which both Critical Mass and the Volunteering programme will play a big part in delivery. Critical Mass will be performing a dance piece at the Festival, and this will set the timeline for workshops to take place in order for participants to have time to learn the choreography. The Volunteer Platform will support the Anniversary Festival with securing their volunteers and will also provide additional support like training. There is therefore a time pressure in order to ensure all systems are readily in place for essential activity to occur ahead of the Anniversary Festival.
3. The Trinidad and Tobago 2023 Commonwealth Youth Games will be taking place in August, at which the Bring the Power programme is aiming to facilitate an exchange programme for its Youth City Board in the lead up to the event. Due to the logistics surrounding an exchange of this level, there are time constraints to ensure all necessary paperwork for this is in place. The exchange will need to take place before or near to August, providing a clear timeline constraint for this activity.
4. Delivery of outcomes committed to under the Social Value project are directly linked to the delivery of other projects. A delay to delivery on these other projects will inherently result in a delay to Social Value outputs.
5. Private sector appetite. There remains positive appetite from private sector Games sponsors to invest financially in the Legacy of the event. Sponsorship rights to B2022 ceased on 31st December 2022 and there is interest in ongoing association with legacy. United by 2022 (Trailblazer delivery agent) has a credible opportunity to leverage additional match funding using its own Games related assets and IP, maximising the scale and impact of WMCA awarded public funds. The window to capitalise on this opportunity diminishes as time passes. Early indications from private sector partnerships are that they are seeking to cement financial commitments in April 2023 at the start of the new financial year.

Public Interest

1. Public perception on continuity of programme delivery. The Trailblazer projects have been publicly delivered since 2021. A delay to perceived continued activity would critically damage the reputation of programmes, the wider Commonwealth Legacy agenda and WMCA's perceived role in this failure.

Staffing Capacity

1. Staffing and knowledge continuity. Ongoing delivery of legacy programmes and subsequent efficiency is tied to the experience of the B2022 Legacy Team. Staff



have been offered short term job contracts with United by 2022 as a temporary measure of retention. Cashflow is urgently required in order to offer greater job certainty to staff and retain Games specific legacy. Failure to provide sufficient cashflow to do this will result in staffing losses, knowledge loss, inefficiencies resulting from new recruitment and upskilling, and ultimately a negative impact on timescales which could result in an ability to deliver commitments either partially or in entirety.

1.6 DEPENDENCIES

A new Dependencies log has been created and added to the BJC Appendix for ongoing monitoring of dependencies throughout the set up and delivery phases of this programme. This will form part of the monthly Programme Management activity of the WMCA staff team, who will complete this task alongside risk management, lessons learned and financial monitoring to ensure that interdependencies between each element can be effectively noted and reported.

All five of the Trailblazer programmes are interconnecting and therefore the success of the project is based on not just the delivery of each programme individually but how they come together as a collective. This will also contribute to improved value for public money in respect of £'s to impact, as compared with any single Trailblazer project being delivered independently of the others.

Gen22 and Bring the Power are both aimed at promoting youth engagement, and therefore there are substantial interlinks between the two programmes. Each programme works with children and young people, without duplication, to ensure there is cover from schools, colleges and youth groups and maximise the engagement of young people across the region. As a result, both are dependent on engagement of the public.

The Trailblazer project as a whole is dependent on staff knowledge and expertise. Building this up again from the beginning will be difficult and time-consuming, however, as current Charity have their knowledge of working on these programmes throughout the Games, they are therefore best suited to continue the work at pace. UB22 has greater delivery capability of the Trailblazer projects as a result of retention of experienced staff.

Existing networks and partnerships between the programmes and external stakeholders will also be imperative in ensuring that the project runs smoothly and has outreach with all of the community groups that we intend to engage.

The Trailblazer project is also dependent on the Birmingham 2022 Anniversary Festival being funded externally, as both Critical Mass and the Volunteering programme will have significant roles in the running of the event.

The WMCA must implement suitable staffing and processing capabilities internally to manage timely payment of funds to UB22 to facilitate efficient project delivery. Delays to cashflow and processing will mean that each of the five projects are working on a later timeline and may be unable to complete all of the spending by March 2025.

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

Table 5

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	<p>For the youth programmes of Bring the Power and Gen22:</p> <ul style="list-style-type: none"> - Hold 7 school festival days in all WMCA authorities each year; - Deliver a minimum 100 youth workshops, for 8–14-year-olds, supporting a minimum of 2,500 young people by March 2025; - For 2,000+ students across the region to be able to access events including the Birmingham Anniversary Festival; - Stage 100 visits and assemblies per year of B2022 mascot Perry, in school, youth settings and events, with Educational Resources linked to Perry which has new themes; - Development of a cohesive, comprehensive youth voice strategy for the West Midlands; 	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Empower Young People to make real change in their own communities</p> <p>Provide credible and consistent community upskilling opportunities to individuals, enabling them to make informed decisions about their futures</p>
2.	<p>For Critical Mass:</p> <ul style="list-style-type: none"> - Stage regular activity engaging up to 100 (at any one time) young people per year in 6 locations; - Enable 50 individuals from the West Midlands to benefit from training directly per year; - Deliver a minimum of 500 individuals reached with online training resources / indirect activity per year; - Stage 1 public performance moment in the West Midlands per year; - Commissioning of 'Beyond Critical Mass' in project delivery, implementing programme learnings in different creative settings across the region. 	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Meet regional local demand for volunteers, helping to position the West Midlands as a viable host for future major events</p> <p>Contribute to increased feelings of civic pride in Birmingham and the West Midlands region</p>
3.	<p>For the Volunteering digital platform:</p> <ul style="list-style-type: none"> - Aim to get registered at least 10% (c. 5,000) of the original Commonwealth Collective applicants on to the retained database; 	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Improve the connection between private and third sector organisations to</p>

	<ul style="list-style-type: none"> - Attract new volunteers (target minimum threshold 500) who had not previously engaged with the Commonwealth Collective; - Reach an Individual to volunteer placement fill rate of minimum 20% (2 in 10 individuals included on the Volunteer Platform to actually volunteer within a 12-month period); - Meet 90% of organisational volunteer demand within any 12-month period. 	<p>maximise community impact and corporate social value</p> <p>Meet regional local demand for volunteers, helping to position the West Midlands as a viable host for future major events</p> <p>Expanding the number of organisations capable of receiving and effectively using funding to support wider programme objectives</p> <p>Contribute to increased feelings of civic pride in Birmingham and the West Midlands region</p>
<p>4.</p>	<p>For Social Value:</p> <ul style="list-style-type: none"> - Have a stretch target delivery of 2:1 of social value delivered through the Inclusive Communities pillar of the Commonwealth Games Legacy Fund; - 10% Social Value requirements to be implemented across all procured services and outputs monitored and measured; - Have quantifiable measures of achieved social value, on a per £1 invested basis within any given 12-month period; - Support improved connectivity between public and private sector organisations, into mutually beneficial partnerships. 	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Improve the connection between private and third sector organisations to maximise community impact and corporate social value</p> <p>Provide credible and consistent community upskilling opportunities to individuals, enabling them to make informed decisions about their futures</p> <p>Expanding the number of organisations capable of receiving and effectively using funding to support wider programme objectives</p>

2.2 BENEFITS APPRAISAL

A benefits register and plan has been produced and added to the BJC Appendix for ongoing monitoring of benefits realisation throughout the set up and delivery phases of this programme. Day to day maintenance of this log will be the responsibility of the Delivery Agent (UB22) but oversight by the WMCA team will also be maintained to ensure alignment with WMCA priorities. This will also form part of the monthly Programme Management activity of the WMCA staff team, who will complete this task alongside risk management, lessons learned and financial monitoring to ensure that interdependencies between each element can be effectively noted and reported (for example, emerging delays to benefits realisation will also be captured as a programme risk, and reported internally with WMCA per the escalation process detailed in the Assurance section of this BJC.

A Net Present Social Value plan is not feasible at this time, as further setting of a robust Evaluation Framework is part of the scope to be completed by UB22 in 2023. It is also noted that UB22’s activity includes a ‘Social Value’ workstream as one of the Trailblazers. This project will enable quantification of the resulting benefits which can be reported within WMCA and used within external communications as appropriate.



Table 6

#	Benefit	Benefit Type	Beneficiary
1.	Increased skills - Organisations and individuals will be better skilled and more confident to deliver work and to seek new work.	Quantifiable benefits Qualitative benefits	Young people aged 5 to 25, Volunteers, local charities and community groups, local sports clubs, local youth groups, young people aged 16-24 with SEND
2.	Increased confidence	Qualitative benefits	Young people aged 5-25, Volunteers, young people aged 16-24 with SEND
3.	New networks developed - Organisations and individuals will be better networked, particularly across sectors which currently operate in silo.	Qualitative benefits	Young People, Volunteers, young people aged 16-24 with SEND, local charities and community groups, local sports clubs, local youth groups
4.	Increased resources - Organisations and individuals will have more resource and capacity as a result of financial and/or development investment.	Non-cash releasing benefits Qualitative benefits	Local charities and community groups, local sports clubs, local youth groups, volunteers, young people, young people aged 16-24 with SEND
5.	Increased levels of physical activity	Quantifiable benefits Qualitative benefits	
6.	Increased wellbeing - Individuals feel an increased sense of wellbeing through engaging as audiences and participants, as well as through delivering projects as staff.	Quantifiable benefits Qualitative benefits	Young people, volunteers, young people aged 16-24 with SEND, local charities and community groups, local sports clubs, local youth groups
7.	Increased knowledge on best practice for access - Processes (from application to participation to evaluation) are fully accessible on both program and project levels. Best practice is acted upon, shared and iterated.	Qualitative benefits	Contractors, private sector organisations, local charities and community groups, local sports clubs, local youth groups
8.	Increased reputation - Birmingham and the West Midlands becoming	Quantifiable benefits	Residents of the West Midlands, Private and

known as a hub for inclusive innovation.	Qualitative benefits	third sector organisations and in the West Midlands
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2.3 VALUE FOR MONEY ASSESSMENT

Complete the table below to provide decision-makers with a summative VfM assessment:

<i>Table 7</i>	
<p>Social Benefits and Costs</p> <p>(with ranges)</p>	<p>The awarding of this funding to UB22 will enable them to support beneficiaries from across the West Midlands, ranging from individuals to organisations. Details and examples on the types of beneficiaries to be supported by specific projects are set out below.</p> <p>Social Value</p> <p>Social Value was a key element of the Games through the Social Value Charter. The Social Value Trailblazer project will continue to promote social value and will in turn evaluate the impact of the Trailblazer projects.</p> <p>It is noted that the following statistics are relative to the delivery of the Birmingham Commonwealth Games – in the absence of a major event of this scale, it is expected that statistical outcomes will be lower.</p> <p>The Games themselves enabled the following social benefits:</p> <ul style="list-style-type: none"> • 435 local residents gained work (valued at £14,420,589 worth of Social Value) • 141 young people not in education, employment or training gained work opportunities (valued at £2,079,975 worth of Social Value) • A total of 3,777 expert hours of volunteering created £384,684 worth of Social Value <p>The figures given below detail the social value of elements of Trailblazer projects, or in the</p>

	<p>case of Gen22 the whole project. The work of the Social Value strand allowed measurement of this impact.</p> <p>Gen22</p> <p>From October 2021-December 2022 the Gen22 programme delivered over £640k worth of Social Value. 264 hours of volunteering were delivered by participants on this programme, and cumulatively 991 weeks of work experience were delivered to participants which amounts to over £167k of Social Value.</p> <p>Bring the Power</p> <p>From February 2022 – August 2022, Everfi (the Bring the Power workshop delivery contractor) delivered over £69k of social value. This was one part of the overall Bring the Power programme but demonstrates the Social Benefit of the workshop delivery.</p> <p>Critical Mass</p> <p>The Birmingham Ceremonies, of which Critical Mass and the volunteers formed a part, delivered over £4m worth of social value.</p>
<p>Whole Life Public Sector Costs of Preferred Option (£m)</p> <p>(aligned to Section 3.2 below)</p>	<p>£5,000,000</p>
<p>Value for Money Judgement</p> <p>(why is this option being chosen over others)</p>	<p>Value for money on this proposal is high.</p> <p>The financial proposal is built from previous programme budgets using actual spend. Certainty level across this budget profile is high, with a significant proportion of costs being largely known through successful delivery of programmes to date and set up costs already absorbed.</p> <p>Loss of efficiency is minimised by the retention of existing Games staff with specific and comprehensive knowledge and experience, as compared with the appointment of an alternative delivery agent.</p>

SINGLE ASSURANCE FRAMEWORK

	<p>In addition, value for money will be further achieved in the following ways:</p> <ul style="list-style-type: none"> - The project will provide community insight to the WMCA to enable more effective community engagement and awarding of funds for similar future schemes. - The project will catalyse conversations with additional funders, including the private sector, to encourage additional inwards investment and sustainability of activity beyond March 2025. This has the potential to make WMCA less dependent on future government grants by unlocking alternative sources of investment that will further benefit the region. - UB22 will work to build capacity on behalf of WMCA within the regional community sector, supporting organisations to better connect with private sector investors (with a focus on Corporate Social Responsibility), thus reducing their reliance on public funding. - Where appropriate, we will use rules, standards and certification that are already available and have track record, rather than developing everything from first principles. - We will support wider national shared learning to ensure all stakeholders interested in this approach learn from and develop approaches that work for their locality. This will be on an ongoing basis but with formal case studies shared by 31 March 2025.
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2.4 OPTIONS ANALYSIS AND APPRAISAL

Analysis - Please identify a minimum of 4 options and complete a shortlisting exercise within the table below; options must include 'BAU/Do Nothing' and 'Do Minimum'.

Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
1. Appointment of UB22 as the delivery agent for the selected five Trailblazer projects.	UB22 has been identified as the natural delivery agent for the Trailblazer programme owing to the fact that it holds the rights to use all branding assets and Intellectual Property relating to the Games legacy projects. UB22 is staffed by ex-OC individuals with the specialised knowledge and experience	S	Y

	<p>required to maximise efficiency and drive positive value for money. The organisation also has a positive reputation with funders and private sector partners, giving it scope to further maximise the value of the proposed WMCA investment via match funding.</p>		
<p>2. Appointment of an alternative delivery agent (not UB22) for the delivery of the Trailblazer projects.</p>	<p>Consideration has been given to whether any or all of the Trailblazer projects could viably be delivered by an alternative Agent.</p> <p>This has been deemed inefficient and impractical, as any other alternative organisation would not have access to brand assets and IP and would also need to acquire relevant staff through cost incurring recruitment processes.</p>	R	N
<p>3. Funding of fewer than the five proposed Trailblazer projects (i.e. between 1-4)</p>	<p>Consideration has been given to whether fewer than the full five projects identified in this proposal could be funded, thus reducing overall budget.</p> <p>This option has been considered non-viable due to the significant interplay between projects and the negative impact on efficiency that would result from separating the Trailblazer projects.</p>	R	N
<p>4. In-house delivery of the Trailblazer projects</p>	<p>Consideration has been given to whether the Trailblazer projects could be delivered in-house by the CA.</p> <p>This has been deemed inefficient and impractical, as the CA would not have access to brand assets and IP and would also need to acquire relevant staff through cost incurring recruitment processes inconsistent with the tight delivery timescales mandated by DCMS (the funder).</p>	R	N
<p>5. Do Nothing</p>	<p>Consideration has been given to whether a 'do nothing' approach to this opportunity should be taken.</p> <p>This option has been considered non-viable due to the serious</p>	R	N

	<p>reputational damage this would cause, by failing to fulfil a commitment which the WMCA has made to DCMS and publicly to local residents.</p> <p>This in tandem could result in a reduction/rejection in funding from Government and therefore be detrimental to the region.</p>		
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The options presented in the above table have each taken account of key risks, costs and benefits. In summary, the viability of options has been considered balancing two key factors: reputational risk and viability of delivery mechanism. Failure of WMCA to invest in historically successful Games legacy programmes, will result in significant reputational backlash from the West Midlands community and leaders, and inability to capitalise on the investment in the West Midlands.

- In-house project delivery has been assessed as not meeting Critical Success Factor objectives due to the significant negative impact on timescales anticipated. This is not a viable delivery option, despite delivering potentially better value for money in respect of direct costs (i.e. supplier and staff costs). WMCA does not have access to the experienced staff of UB22, or the IP and assets critical to successful delivery of the programme.
- 'Doing nothing' has also been assessed as failing to meeting Critical Success Factors. The perceived benefits on cost and removal of business risks from not progressing with this programme are outweighed by public expectation and resulting reputational risk, as well as failure to meet WMCA's overarching organisational objective to be an effective regional partner.

Therefore, the only viable option in respect of delivery that will enable WMCA to mitigate the above-mentioned reputational and timescale risks is the appointment of UB22 as a Delivery Agent. As detailed above, this option also delivers increased positive delivery outcomes, including the opportunity for WMCA to benefit from the experience and expertise of an established supplier. Cross analysis with the risk register was completed in the analysis of this option, and the option enables reasonable management of identified risks to enable programme success.

Procurement and Legal colleagues have been consulted on the preferred option for this Programme. It is agreed that the appointment of UB22 is financially and legally viable, and there are strong documentary precedents in place from previously run schemes that will drive increased efficiency in the process for this programme.

SINGLE ASSURANCE FRAMEWORK

Appraisal – Using the same option numbering above, complete the following options appraisal summary:

	Option 1
Net Costs (capex and opex)	£5,000,000
Benefits that arise (monetary and non-monetary)	Option 1 will minimise loss of efficiency resulting from costly and time-consuming recruitment processes for staff. Project set up costs (e.g., establishment of partner relationships) will be minimal as this funding will support the direct continuation of existing activity. UB22 has substantial knowledge within its existing staff, as well as the IP to continue Games branded programmes. This has benefits as it will allow direct continuation from the positive sentiment produced by the Birmingham 2022 Commonwealth Games.
Risks associated	<p>There is a risk that the funding for this programme is being awarded on a sole source basis. Some WMCA led comms may be required to mitigate any negative public perception that a competitive tender process was undertaken.</p> <p>UB22 is the only viable delivery agent and there is therefore a risk to the WMCA that if UB22 fails to deliver upon its commitments, it will not be possible to withdraw funding and appoint an alternative delivery agent.</p>

2.5 RECOMMENDED / PREFERRED OPTION

Option 1 has been identified as the preferred and only viable option to achieve programme objectives.

COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

3.1 EXPECTED OUTPUTS

List the goods, services and works that will be procured in relation to the recommended / preferred option within the table below:

<i>Table 10</i>	
Output 1	Continued delivery of five successful Birmingham 2022 Legacy Programme 'Trailblazer' projects

Output 2	More young people gaining employability-boosting opportunities
Output 3	More volunteering opportunities, boosting community engagement across the West Midlands
Output 4	Engaging more Women and Disabled people and supporting them in achieving their aspirations
Output 5	Increase volunteering in target groups, particularly as identified within Birmingham 2022 Evaluation findings
Output 6	Improved connectivity between private and third sector organisations

3.2 ROUTE TO PROCUREMENT AND EXISTING RULES AND REGULATIONS

The funding set out in this proposal will be awarded to United by 2022 (UB22) on a sole source, direct award basis. UB22 is the only delivery organisation which holds the rights to the branding assets and Intellectual Property for the proposed Games projects. UB22 is also staffed by individuals who previously worked on the legacy programme under the B2022 Organising Committee. These factors have been considered in the value for money assessment made under section 2.3 of this proposal, and ultimately drive increased efficiency in project set up, as compared to the procurement of a new/alternative delivery agent.

Discussions with Procurement and Legal colleagues have taken place, and both are in agreement that the only viable option for delivery of this programme is through a sole source award. It is intended that best practice lessons learned from previously delivery WMCA outsourced activity will be fed into the resulting grant agreement, for example with the inclusion of strong commitments to grant monitoring and evaluation.

Subsidy control will be passed in its entirety to UB22. UB22 will be acting as delivery agent for WMCA and therefore all responsibilities for outcome delivery is also being outsourced. WMCA will receive a grant funding agreement from DCMS for the £70million of Games underspend. A back-to-back funding agreement will be produced by Legal, passing through relevant conditions from the DCMS agreement to UB22 in order to satisfy Subsidy Control conditions.

Robust monitoring and reporting requirements by UB22 has been outlined in this BJC to ensure that despite being a sole sourced arrangement, value for money is realised. Further detail of value for money assessment is included in the relevant section of this BJC.

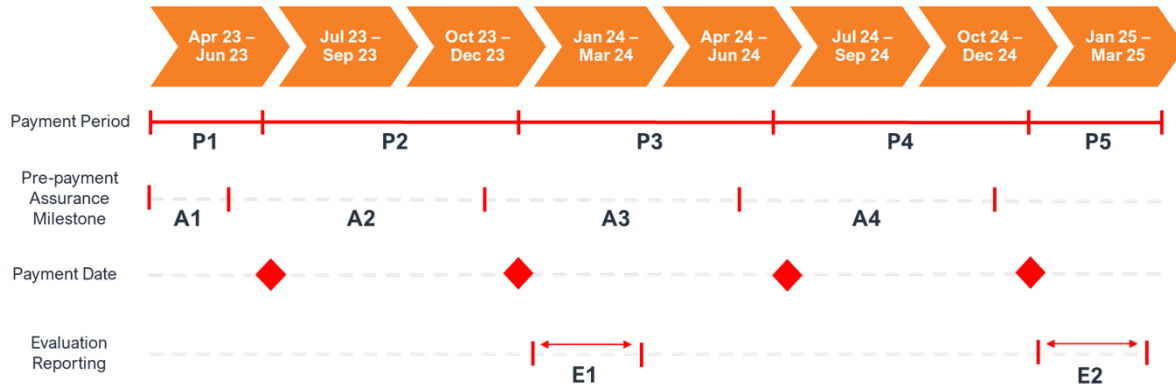
3.3 CHARGING MECHANISM

As set out in sections 1.4 and 1.5 of this proposal, the primary risk to this Programme is a delay to initial cashflow. Failure to make an initial cash injection will result in missed milestone dates for key activity which in some cases would make the achievement of programme aims impossible.

Therefore, a cashflow assessment for spend from 1st April 2023 to 30th June 2023 was undertaken with total projected expenditure as at March 2023 of £698,062. Following budgetary approval by WMCA Board on 17th March 2023, this payment will have been made to UB22 by the time of this Business Case review by Investment Board in June.

SINGLE ASSURANCE FRAMEWORK

Following the Investment Board in June, upon approval of the wider Business Case the following payment plan displayed in the diagram below is proposed. Actual cash payments align with the numbers presented in the cashflow set out in section 4.4:



Payment Date	Deadline for Pre-payment Assurance	Payment Amount
April 2023	March 2023	£620,312.00
1 st July 2023	31 st May 2023	£1,108,101.00
1 st January 2024	30 th November 2023	£1,815,045.00
1 st July 2024	31 st May 2024	£1,078,245.00
1 st January 2025	30 th November 2024	£377,712.00
		£5,000,000.00

Payments will be issued to UB22 on an ‘up-front’ basis as it is acknowledged that the organisation does not have the scale of alternative cash flow to maintain programme operations. At the end of each payment period (defined as the month immediately preceding the next payment milestone date), an expenditure review with UB22 will be conducted to establish actuals against budget. Where actual spend is less than 20% of the total budget allocated budget, WMCA may vary the amount of additional funding paid on the next instalment to minimise the risk of a material budgetary underspend at the end of the delivery period (March 2025). This will be reflected in the grant agreement issues to UB22 on programme commencement.

A small amount of funding has been ringfenced to support a monitoring and evaluation methodology, including financial contribution to an Evaluation Manager post to be embedded within UB22.

3.4 RISK APPORTIONMENT

Not applicable for this programme.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

This project is deemed to be affordable subject to receipt of committed funds from DCMS. The budget set is finite, and the Programme proposal has been tailored to fit within this funding envelope.

There is no expectation for any of the required funding to be sourced from existing WMCA BAU budget lines and therefore no negative consequences on delivery of other organisational priorities. The Programme also benefits from a Commonwealth Games Legacy Enhancement Fund (totalling £70m) contribution to central function costs (i.e. Finance, HR etc) which will cover any incremental costs of essential practice such as recruitment of staff plans outlined in this BJC.

Milestone dates for receipt of funding from DCMS have been aligned with the payment milestones set out in this BJC. This process has been overseen directly by the Finance team. There is therefore no 'at risk' spend proposed beyond June 2023, as funding will have been received into WMCA accounts in advance of future payments to UB22.

One upfront cash payment (£620k) has been proposed from April/May 2023 to cover essential activity in advance of Investment Board in June 2023. This has been explored directly with the Director of Finance and Legal to ensure compliance with all relevant practices and legislation. This payment (if made) would be reimbursed to the CA by DCMS in June 2023, mitigating any ongoing negative impact to the balance sheet.

Table 11

	Status <i>(Secured / Not Secured)</i>	£M
Gross Costs	Not Secured	£5,000,000
Revenue	Not Secured	£5,000,000
Capital	N/A	0
Total	Not Secured	£5,000,000

Table 12

Funder	Amount	% of Total	Status <i>(Secured / Not Secured)</i>	Details of Funding Status / Timing / Conditions etc.
DCMS (CWG Legacy Fund)	£5,000,000	100%	Not Secured	Funding covered under this proposal. Approval granted by

				WMCA Board in March 2023 for topline numbers. Formal approval conditional on June Investment Board outcomes.
Total	£5,000,000	100%		

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

£70million of new inwards funding to WMCA has been secured from DCMS resulting from a significant underspend on the Birmingham 2022 Commonwealth Games. £5million of this budget has been allocated to the programme set out in this BJC and approved at December 2022 and March 2023 WMCA Board meetings, with further details to be set out and approved at June Investment Board meeting.

The programme has been specifically designed to the allocated budget, having initially been costed at £8million in Q1 2023 calendar year. Efforts to minimise spend and maximise efficiency, whilst not compromising outcomes have been prioritised. There is therefore no budgetary shortfall to delivery, subject to the full £5million budget set out in this BJC being approved.

Complete the table below to provide an overview of WMCA funding:

<i>Table 13</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
Funding Commencement Date	<i>01/04/23</i>
Funding Completion Date	<i>31/03/25</i>
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Fund from DCMS to WMCA are expected to awarded under a Section 31. See section 3.3.

	Payments will be made half-yearly in advance. Cashflow is critical to achievement of objectives and the delivery agent (UB22) does not have alternative cashflow/reserves to maintain activity.
<p>Any Conditions Precedent?</p> <p><i>e.g. securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i></p>	<p>WMCA is awaiting details of any DCMS imposed terms and conditions within its own Grant Agreement. This may result in limitations in how funds are distributed within this BJC.</p> <p>Expenditure is to align with budget breakdown provided in the Programme cashflow.</p> <p>Quarterly financial reporting within WMCA provided template required.</p> <p>Outputs and achievements provided to WMCA will be eligible for WMCA led marketing and comms activity.</p>
<p>Order in which WMCA Funding is to be drawn</p> <p><i>1st/2nd/3rd</i></p>	1 st (sole source of funding)
<p>Work streams for which WMCA Funding is available to be drawn against</p> <p><i>e.g. all / workstream 1, 3 and 4 etc.</i></p>	All

4.3 BORROWING SUMMARY

No borrowing is proposed for this programme.

4.4 CASHFLOW

Note, Table 14 has been completed from the perspective of WMCA, not the Delivery Agent. Expenditure Revenue figures are consistent with the Payment amounts due to UB22 per Section 3.3 above.

<i>Table 14</i>				
Year (fiscal)	Q1-2 23-24 (1 Apr – 30 Sep)	Q3-4 23-24 (1 Oct – 31 Mar)	Q1-2 24-25 (1 Apr – 30 Sep)	Q3-4 24-25 (1 Oct – 31 Mar)
Income (£)				
Revenue	5,000,000	0	0	0



SINGLE ASSURANCE FRAMEWORK

Expenditure (£)				
Revenue	1,728,413	1,815,045	1,078,245	378,297
Net position	3,271,587	1,456,542	378,297	0

4.5 STAKEHOLDER SUPPORT

Refer to Section 5.9 for the specific details relating to stakeholder engagement and support..

5 MANAGEMENT CASE*CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS***5.1 MANAGEMENT AND GOVERNANCE**

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation i.e., include detail on:

- Governance and decision-making arrangements
- Change management arrangements (inc. reference to WMCA Change Process)
- Benefits realisation arrangements and plans, including benefits register
- Contract management arrangements
- Post evaluation arrangements

UB22 is governed by a Board of Trustees, chaired by Sir David Thompson of whom served as a Trustee Board member for the Birmingham 2022 Organising Committee. The Board is made up of 9 trustees with different areas of expertise. There are three sub-committees of the Board in the Finance and Audit Committee, the Remuneration Committee, and the Nominations Committee. Each is made up of trustees and subject to their Terms of Reference can include external subject experts.

The organisation is made up of Officers as detailed in the Organigram who manage day-to-day business operations. The Executive Director reports to the Board via quarterly Board meetings, and to Committees as and when they are held according to their meeting frequency.

Decisions flow through this governance structure, with the Trustee Board being ultimately responsible for UB22. A scheme of financial delegation sets out the limits that the Trustee Board have imposed on Officers for financial approvals and payments which also feeds into the decision-making arrangements. These finance limits are set against the income levels and would need to be re-assessed as the income amount for UB22 increases.

To manage the programme internally UB22 will operate a programme management governance structure for regular reporting against milestones, cashflow updates, and risk updates. This will include maintenance of a dependencies log to ensure that emerging dependencies critical to programme success are captured and managed.

At the start of the programme, a contractor will be brought in to develop an evaluation framework for each of the Trailblazer projects to ensure data is captured throughout the lifecycle of the projects. The programme plan includes time for evaluation upon closedown of the project, but progress and benefits will be monitored throughout the project life-cycle.

Change management arrangements

UB22 will report on financial spend and key activity on a half-yearly basis in line with the WMCA reporting template (Appendix item 5). Where delivery concerns are identified changes may be required to the delivery plan. Change management conditions will be included in the grant agreement between WMCA and UB22 and will align with the WMCA Change Process.

SINGLE ASSURANCE FRAMEWORK

Regular review meetings with UB22 will provide the opportunity to understand any operational issues and for any changes required in line with progress against project objectives, deliverables, milestones and contracts. A review of the risk register will give early notice of any potential forthcoming changes required. The Head of Inclusive Communities will have authority to approve changes within the project. Any change requests affecting the project will be sent to the WMCA's SAF inbox to ensure alignment with WMCA process. We would anticipate that the Director of Strategy, Integration and Net Zero would hold responsibility for sign off of change request with delegation up to £500k within WMCA Single Assurance Framework thresholds, as well as any grant agreement requirements from the funder (DCMS).

The WMCA Change Control request form has been reviewed as part of this PBC preparation. There are four core spend components for successful delivery as below. The figures presented below reflect the agreed budget allocation for each element, with Change Control requests required for any inter-element cost variations as set out in the authority limits table further below.

The following thresholds/tolerances for variation on project spend is set out as follows:

Threshold Limit	Change Procedure
£0-£10,000	Changes up to £10k within any quarterly period can be made by the Programme Strategic Lead on a BAU basis.
£10,000-£50,000	Changes from £10k to £50k within any quarterly period can be proposed by the Strategic Lead but require formal approval from the Departmental Head of Service. The Change Control form shall be completed for audit purposes, but will not be submitted to SAF as variance is below 10%.
£50,000-£500,000	Changes from £50k to £500k within any quarterly period can be proposed by the Strategic Lead and/or Head of Service but require formal approval from the Departmental Executive Director. The Change Control form shall be completed for audit purposes, but will not be submitted to SAF as variance is below 10%.
£500,000+	Proposed changes exceeding £500,000 will require a completed Change Control form to be submitted to SAF using the relevant mailbox as variance exceeds 10%.

5.2 PROJECT SCHEDULE FOR DELIVERY

The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this BJC. Include a longstop date by which all monies for development of this SOC needs to be drawn.

Table 15

#	Milestone	Start Date	End Date
1	Confirmation of pre-payment approval from WMCA leadership	Apr-23	Apr-23
2	Payment of first cash award to UB22	Apr-23	May-23
3	Onboarding of Critical Mass Provider	Apr-23	May-23
4	Onboarding of Everfi supplier for delivery of school workshops for Bring the Power	Apr-23	May-23
5	Volunteer Platform launch event	Apr-23	Apr-23
6	Pilot launch of Volunteer Platform and initial enrolment of volunteers	Apr-23	Apr-23
7	Engagement with third sector organisations for the Social Value project	Apr-23	Mar-25
8	Test event for volunteer platform: Squash England Event	16 Apr 23	16 Apr 23
9	Round 1 Critical Mass dance sessions	May-23	Aug-23
10	Recruitment of WMCA staff for ongoing programme management	May-23	July-23
11	Delivery of school workshops by Everfi	May-23	Dec-24
12	Contract a consultancy to advise on the themes outcomes and measurements (TOMS) framework for Social Value measurement	May-23	Jun-23
13	Procure a Social Value measurement tool	May-23	Jun-23
14	Engagement of private sector organisations for the Social Value Project	May-23	Mar-25
15	Receipt of DCMS Grant Agreement	Jun-23	Jun-23
16	Wider enrolment of volunteers to digital platform and matching	Jun-23	Jun-23
17	Volunteers assigned to One Year on Festival	Jun-23	Jun-23
18	Callout for Gen22 flagship provider goes live	Jun-23	Jun-23
19	Development of new Gen22 Handbook and incentives package	Jun-23	Jul-23
20	School Festival Day event	Jun-23	Jun-23
21	Social Value monitoring and impact reporting	Jul-23	Mar-25

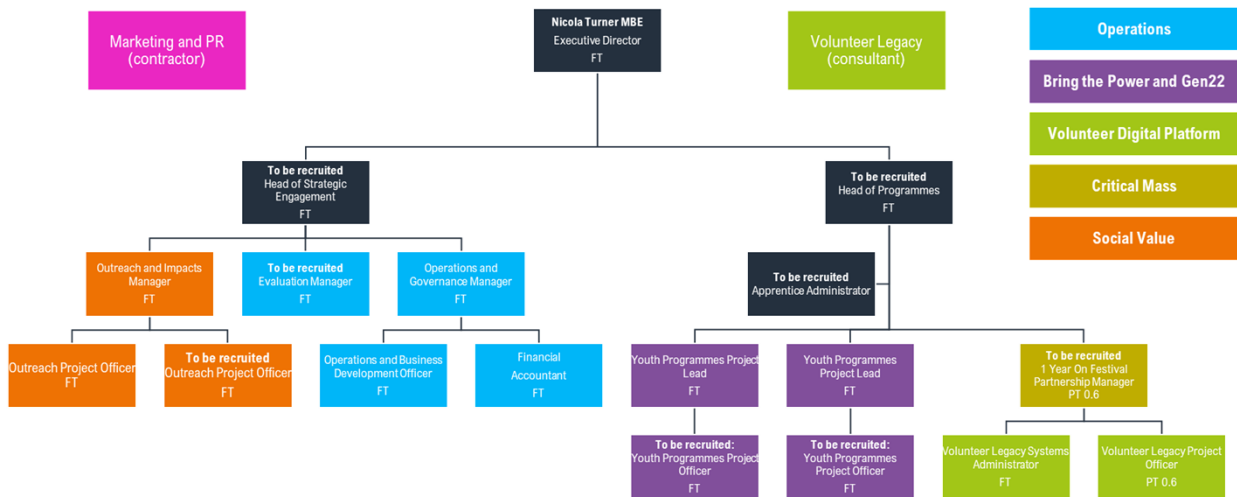
22	Critical Mass One Year on Festival Performance	Jul-23	Jul-23
23	Selection and onboarding of Gen22 flagship provider	Jul-23	Aug-23
24	Trinidad and Tobago Commonwealth Youth Games exchange with Youth City Board	Jul-23	Aug-23
25	Launch of Everyday athletes' challenges	Jul-23	Aug-23
26	Case studies collected from the first cohort of volunteers	Aug-23	Sep-23
27	Round 2 of Critical Mass dance sessions	Aug-23	Dec-24
28	Promotion and launch of Gen22 programme	Aug-23	Sep-23
29	Second stage launch of the volunteer platform	Sep-23	Sep-23
30	Enrolment of Gen22 participants begins	Sep-23	Aug-24
31	Launch and promotion of 'Ideas Made Real' Gen22 social action grants programme applications	Sep-23	Sep-23
32	Launch of Schools Competition	Sep-23	Sep-23
33	School Festival Day event	Sep-23	Sep-23
34	Applications close for 'Ideas Made Real' Gen22 social action grants programme	Oct-23	Oct-23
35	Longlisting of applications for 'Ideas Made Real' to final 30	Oct-23	Oct-23
36	'Ideas Made Real' Event to shortlist final successful 28 applicants including dragons den style panel	Oct-23	Oct-23
37	Monitoring of 'Ideas Made Real' projects	Oct-23	Jan-25
38	School Festival Day event	Oct-23	Oct-23
39	Contracting and awarding successful 'Ideas Made Real' projects	Nov-23	Jan-24
40	School Festival Day event	Nov-23	Nov-23
41	Delivery of 'Ideas Made Real' projects	Jan-24	Jan-25
42	Launch of Inspiring Women workshops	Jan-24	Jan-24
43	School Festival Day event	Jan-24	Jan-24
44	School Festival Day event	Feb-24	Feb-24
45	School Festival Day event	Mar-24	Mar-24
46	Launch of Get even campaign	May-24	May-24
47	Evaluation and reporting of 'Ideas Made Real' project	Jan-25	Mar-25
48	Evaluation and reporting of Gen22, Bring the Power, Volunteer Digital Platform, Social Value and Critical Mass	Jan-25	Mar-25

49	Longstop date for full spend out of funds by UB22, with demonstrable evidence of successful delivery	Mar-25	Mar-25
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5.3 PROJECT ORGANOGRAM

WMCA will implement a dedicated team of three, who's role it will be to oversee successful delivery of objectives under this £5million Grant Agreement. The newly established team is expected to be in place from Q3 2023 calendar year and will take over from the current Head of Legacy (Inclusive Communities), operating as an expert short-term contractor.

The newly formed team of three will report into the existing SRO for Inclusive Communities. This team will have dual responsibility for WMCA staffing of the Inclusive Communities Grant Programme (£10.5million) covered separately under its own Programme Business Case. The costs associated with this three-person staffing solution have been covered by the £10.5million grants budget and therefore does not appear in the cashflow figures of this BJC.



5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R), Accountable (A), Consulted (C) and Informed (I).

	Delivery Agent Staff (UB22)						WMCA Staff			
	Executive Director	Head Of Programmes	Head of Strategic Engagement	Financial Accountant	Evaluation Manager	All other operational staff	SINZ Executive Director	SRO (Head of Inclusive Communities)	Programme Strategic Lead	Finance Business Partner
Contract Management	-	-	-	-	-	-	-	A	R	I



Financial Reporting	A	C	C	R	C	C	I	I	R	C
Payment Approvals	I	-	-	C	-	-	C	A	R	R
Evaluation Outputs	A	C	C	R	R	C	I	I	C	C
Communications	A	C	R	C	C	C	I	I	R	-
Bring the Power	A	R	C	C	C	C	I	I	C	-
Gen22	A	R	C	C	C	C	I	I	C	-
Volunteer Digital Platform	A	R	C	C	C	C	I	I	C	-
Social Value	A	C	R	C	C	C	I	I	C	-
Critical Mass	A	R	I	C	C	C	I	I	C	-

5.5 USE OF SPECIALIST ADVISERS

Within WMCA, a specialist team of four has been in post on a short-term contract basis to develop and implement the deployment of activities set out in this BJC. It is expected that this team will be required to support until at least 30th June 2023. There is no budgetary impact of this staffing solution within this BJC, as costs have been included in the larger £10.5million Community Grants Budget, where the majority of specialist contractor time will have been spent.

Within the delivery agent structure, a Volunteer Legacy Project Lead is included in the organigram as a consultant and is required for the delivery of the volunteer legacy digital platform. The consultant has strong networks across the region with volunteer organisations as well as events bodies and spaces. They have been identified for their knowledge of the sector and the skills they could bring to the delivery of the project. They will lead in the launch of the platform and in ensuring that there is a pipeline of opportunities for volunteers to sign up to.

The digital platform for the volunteer legacy has been developed by an external organisation, 'Rosterfy'. This relationship will be continued to ensure that if any digital issues with the platform are identified as the platform rolls out, they can be resolved in a timely and efficient manner.

Specialist advisors are integrated into the organigram and will be incorporated in project management meetings and governance.

5.6 RISK AND ISSUE MANAGEMENT

A full risk assessment will be produced by the Delivery Agent to support this project at the outset and will be regularly managed and reviewed by the project team, with a view to any

mitigation actions or change requests being made. The project will adopt WMCA's Single Assurance Framework risk register template for managing project risks.

A Risk Register and Issue Log is attached as an Appendix.

A standing agenda item on risk management will be included in all project management meetings, and this should be reviewed quarterly at Trustee Board level. Officers will provide updates against risks and issues to ensure identified action plans are progressing and further mitigations are identified. New risks will also be raised via these governance meetings and addressed. The Risk and Issue log will be maintained via these updates and meetings.

5.7 PROJECT ASSURANCE

There is an expectation from DMCS that Legacy Fund (£70million) wide assurance checkpoints will need to be satisfied. This Programme will contribute and feed into any top-level commitments as required.

The diagram below sets out key project assurance milestones in respect of financial and evaluation gateways. Further detail on specific financial mechanisms are set out in section 5.4 Financial Case.

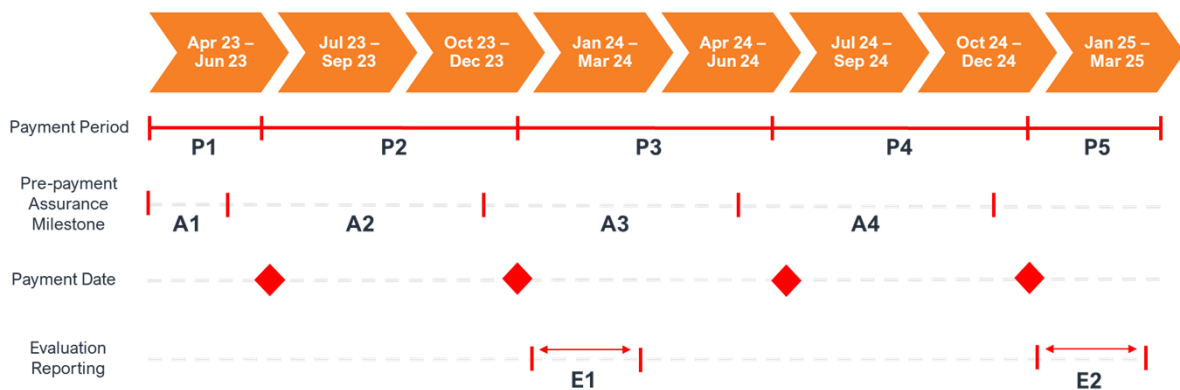


Figure 1, milestone payment assurance framework

Delivery and Evaluation

The end-to-end delivery timeline for this programme is fixed and runs between April 2023 and March 2025. Implementation/set-up time is limited as funding will be used to extend and continue projects with proven track records and existing infrastructure, branding and reputation. Delivery work will cease in December 2024, to enable a robust end of programme Evaluation to take place in Q1 of the 2025 calendar year. A mid-way Evaluation review will also be required in Q1 of the 2024 calendar year; this will identify and emerging gaps in programme delivery and will also provide WMCA with evidence of outcomes which can be fed into relevant comms strategies. The Delivery Agent will be required to demonstrate their commitment to Evaluation and Monitoring at grant stage. An Evaluation Manager has been included in the staffing plan (reflected in the organogram in section 5.3;

this individual will be required to meet with the relevant WMCA Contract Manager to ensure effective grant monitoring and early identification of any emerging outcome issues.

Performance Assurance (including reference to payments)

Payments for the programme will be issued to the Delivery Agent in advance in half yearly payments. Because payments are to be made on a pre-payment rather than accruals basis, the process for financial and delivery assurance is more rigorous to minimise project risks for WMCA.

One month in advance of each agreed payment date, the Delivery Agent will complete a performance report template. This template will be required to confirm the following details, for each of the five projects:

- Financial variance analysis: demonstration of actual spend within the period, compared to the budget set out in this Business Case.
- Summary on delivery of key objectives/outcomes: aligning with the financial variance analysis, a written summary of achievements of each of the five projects against agreed milestones for the period per Section 5.2 of this BJC.
- Identification of any missed or postponed milestones: as at the pre-payment assurance milestone (AX) the Delivery Agent will provide details of any delays, postponements or cancellations to key milestones. Where milestone activities are not met within the payment period, the Delivery Agent will provide business justification and a proposed solution in line with one of the following three options:

	Milestone Update	Suitable Business Justification provided	Action Required
1	Delayed/Postponed	Yes	Milestone activity and associated funding will be ported into following Payment period.
2		No	Funds for undelivered activity will be deducted from next payment amount. Unspent funds will be held in contingency by WMCA.
3	Cancelled	Yes	Where an activity or milestone has been cancelled, and a suitable alternative cost incurring activity is proposed within the Business Justification, mechanism (1) of this table will be implemented.
4		No	Funds for undelivered activity will be deducted from next payment amount. Unspent funds will be held in contingency by WMCA.

Figure 1, milestone payment assurance framework

Governance

WMCA will, under the grant agreement with the Delivery Agent, reserve the right to request attendance and presentations from UB22 Executive/Board representatives at relevant WMCA governance fora.

As above, a monthly meeting between the UB22 Evaluation Manager and relevant WMCA counterpart will be required. It is also expected that the UB22 Executive Director participate in monthly check-in meetings with the Head of Inclusive Communities. Pro-active identification of any delivery challenges will be expected and monitored via these check in meetings in advance of required variance analysis (as above).

5.8 CONTINGENCY ARRANGEMENTS

WMCA expects UB22 to hold a small proportion of its allocated grant funding as operational contingency. This should, in discussion with the relevant WMCA contract manager, enable UB22 itself to respond to minor workplan changes, including delays and disruptions.

WMCA recognises that the scope for optimal contingency plans on this grant are limited by the rigid timescales imposed by DCMS. This is noted as the primary programme risk in the section 1.4 risk Log.

Robust financial (section 4), milestone (section 1.5) and evaluation (section 5.7) plans will be implemented to facilitate prompt identification of issues during delivery. WMCA will implement a three-person contract management team (section 5.3) responsible for day-to-day monitoring of issues. Where identified, the WMCA team will support UB22 in considering suitable mitigating actions, for example recruitment of additional members of staff or adaptation of milestone outcomes.

Most significantly and in the absence of all other options, where systematic delay or disruption to delivery is identified which puts the ability to complete full draw down of the allocated £5million budget, WMCA may consider re-allocation of funds to a different strand of the Inclusive Communities pillar (e.g., the Community Grants Programme). This decision would be the responsibility of the Departmental Executive Director and may require Board level approval.

5.9 LESSONS LEARNT

Lessons learned for this Programme have been undertaken both within WMCA (benchmarking against similar funding grants) and via the Delivery Agent. Details of both elements are provided below.

WMCA Programmes Lessons Learnt

In the process of developing this specific proposal, discussions and engagement have also taken place over a number of months and a number of those have occurred with WMCA colleagues who manage the Community Renewal Fund, the United Kingdom Shared

Prosperity Fund, the Multiply programme and the Community Green Grants Fund in partnership with the Heart of England Community Foundation.

Those discussions allowed many thoughts to be expressed on how these processes have occurred and the success factors of them. Some of the information relayed included that having external individuals in decision making processes is beneficial, that the size of funding being given means things should be done as swiftly as possible thanks to the High Risk that brings and the paperwork used for the programme's as mentioned will help quicken processes.

Delivery Agent Lessons Learnt

In 2022, work was conducted to review all of the Games Legacy Programmes, their potential extension, and how they could improve upon their first iteration. This work identified five project areas with the greatest scope for efficient continuation, both operationally and reflecting project level of impact. The Games wide Evaluation report due for publication in Summer 2023 will provide further evidence of impact against these legacy projects, and where relevant additional lessons learned will be implemented in ongoing activity.

These five project areas have become the five 'Trailblazer projects' captured in this BJC. In Q1 2023 calendar year, the delivery agent conducted further pre-emptive consultation with stakeholders on the five trailblazer projects to understand the lessons learnt, evidence of future need, and refresh the overall outcomes of the projects. This work has been incorporated in the design and scoping of this next phase of the projects.

Ongoing Capture of Lessons Learnt

As the programme is delivered from April 2023, there will be milestone points across the projects where progress can be reviewed, feedback considered, and potential further lessons learnt incorporated. The three-person WMCA team (highlighted in section 5.3 organogram) will be responsible for effective capture of these lessons, and this will be reflected in relevant job descriptions. A lessons learned report will be produced by the WMCA team during Q1 of 2025 and submitted to the Departmental Executive Director for future funding considerations.

The project plan sets out a mid-point Evaluation review for January to March 2024, and a final Evaluation in January to March 2025. These formal Evaluation milestones will also be significant in capturing and implementing lessons learnt. Ownership of the Evaluation inputs to lessons learned will sit with the Evaluation Manager embedded in the Delivery Agent (per the section 5.3 organogram).

The selected delivery agent (UB22) has conducted an in-depth stakeholder engagement consultation to capture lessons learnt from historic delivery of these projects in the run up to

the games. Stakeholders were asked for their feedback on the Trailblazer programme, lessons learnt from the first iteration of the programme, and we consulted on the development of an overarching theory of change. Below is an overview of the lessons learnt captured from these consultations:

Volunteering - Findings and stakeholder sentiment:

- Increasing volunteer recruitment and retention: Organisations in the region who engage volunteers saw value in communicating their volunteering offer with other organisations. This could be to help recruitment, offer incentives, training, or best practice. A dedicated network to foster these relationships will lead to better volunteering outcomes for organisations and participating individuals alike.
- Regional challenges in volunteering were identified as young people's engagement and access for those hardest hit by the cost-of-living crisis and Covid-19 and those with complex additional needs. The trailblazer programme targets these areas through Gen22, Critical Mass and Social Value.
- Mega events have been shown to be a great entry route to volunteering more regularly across sectors. Now is the right time to harness this potential with 14,000 games-time volunteers which UB22 can do through the Volunteer Digital Platform.
- Adequate investment in volunteering infrastructure will engender greater recognition for the value of volunteers, resulting in better resources offers and higher levels of wellbeing in participants.
- There is regional demand for volunteer opportunities, as people from a range of backgrounds in the region engage in volunteering and want to do it more. Better connection between volunteering opportunities on offer will result in increased community cohesion, particularly between people from different backgrounds.

Bring the Power - Findings and stakeholder sentiment:

- Across all elements of the consultation and in wider secondary data collected, many stakeholders identified the need to focus on young people across work strands. Bring the Power will play a central role to this. Using the positive moment of the games, and the first iteration of Bring the Power as a springboard, further investment would see onward journey mapping for many of the relationships formed, fostered and sparked during the games.
- The WM often scores low compared to national averages on levels of physical activity. This is particularly pertinent for often underrepresented communities. A focused sporting legacy of the Games, driven by participating in a physical activity programme, empowerment, wellbeing and confidence will work to combat some of these issues.
- Throughout much of the consultation, stakeholders and beneficiaries alike referred to how United By 2022 ought to play the role of a facilitator and enabler - bolstering the capacity and resource of the region and enabling it to achieve its aims. In conversations with youth-based organisations across the region, many people spoke about the need to connect within, and across sectors.
- As shown in the volunteering evidence of need, volunteering and participation can only go so far in generating long term skills which people can use in applying for

work. For this to be fully realized long term engagement plans, particularly for young people need to be put in place. Bring the Power would realize these longer-term skills based ambitions.

Critical Mass - Findings and stakeholder sentiment:

- Critical Mass has successfully engaged people in dance and movement who had been traditionally excluded in the sector. Failure to continue provision at this moment risks unsuccessful handover to ongoing programmes from other organisations. Removing provision may in fact cause further damage to trust that has been built in these participants.
- People who identify as disabled, neurodiverse, or having a long-term health condition, are often excluded from participation across multiple sectors. This is particularly prevalent in physical activity and across cultural practices such as dance and movement. Critical Mass has made tangible and long-lasting impact for individuals in this area, changing perceptions and self-perceptions of disability alike. It is a route to wellbeing, confidence and cultural change, further work will improve the reach of this proven impact.
- A principal reason for the exclusion of people with disabilities is a result of what a person's 'disability' says about their ability to take part. These perceptions are often based on presumption as opposed to consultation or evidence. Work is therefore needed into changing the perceptions of 'disability', what it means, and whether it is even the correct language to use. Critical Mass has changed able bodied people's perception of disability, but perhaps more importantly, has changed the self-perception of 'disability' for many young people.
- Critical Mass was funded as an action research and iterative learning project. It built in a healthy evaluation budget, and generate a valuable data set, insightful and in-depth evaluation report, as well as a playbook for sharing best practice. These documents have the potential to inform other mega events in the UK and beyond, sharing best practices and learnings generated through Critical Mass. This will in turn platform Birmingham 2022, and the region, as a hub of inclusive learning and innovation. This desire speaks to wider sector demand for more networked working on accessibility.

Gen22 - Findings and stakeholder sentiment:

- Gen 22 is specifically driven by asking young people what is important to them, and then enabling them to create a project around it. It is therefore, at its core, empowering young people to go out and take the legacy of them games in their own hands. Throughout the consultation, the importance of not only working with young people, but of doing so on their terms, came up time and time again. Youth provision must be bespoke and responsive to individuals needs and desires which is how Gen22 has been designed.
- In order to enable skills to be fully realised through participation, young people need to engage over a longer period of time, with conscious 'skills' reflection built into the user journeys of a programme. Gen22 enabled this realisation through built-in

programme elements, achieving skills outcomes which are often missed by event-based volunteer or short-term participation projects.

- Effective and representative participation requires trust. This is particularly relevant for working with young people, and for newly formed organisations. As such, projects in the above contexts are unable to operate without effective partnerships and networks, which UB22 has. Gen22 therefore looks to engage young people solely through a refers process, undertaken via partnership organisation. These partnership organisations are intentionally focused on engaging specific target groups of the project: namely those young people who may not otherwise engage.
- Gen22 is specifically designed and focused on target groups. It is specifically intended to be built and accessed by young people who might not normally participate. By going beyond targeting these young people for engagement, to actively building a programme which is intended to engage solely them, inclusion, representation, and access are baked in from the start and are inherent to the outcomes of the project

Social Value - Findings and stakeholder sentiment:

- The moment of the Games worked well to broker initial relationships with private sector companies and smaller third sector organisations and charities, but when the moment wears off, we must continue to support and encourage these relationships to be sustained. Failure to do so will further exacerbate ‘flash in the pan’ criticism of the Games, beyond the OC to partners. Further investment in this work strand would see relationships brokered during the Games, cemented in the long term. In addition, when thinking about new relationships being formed brokered by UB22, it can seek to better match the needs of organisations with the actual skillsets of their partners.
- Corporate Social Responsibility has changed significantly over the past five years, with more pressure on the private sector to contribute back to social causes. Mega-events such as the Commonwealth Games offer a key opportunity to delivery on these demands. This is because while a city/region galvanises collective momentum and support, a corporate partner can further catalyse impact. In light of the added value gained by the private sector partners via the moment of mega events, further investment ought to be made into their legacies for two reasons: 1. In order to maintain positive social impact 2. To not break the trust with those they’ve supported via displaying genuine commitment to social cause outside of contexts where their participation is instantly beneficial.
- Social Value work started as part of the Games could take a different angle moving forward. Exploring mixed model funding of legacy work in this way could revolutionise corporate commitments, as well as the established models of working for mega-events on this scale.

5.10 MONITORING AND EVALUATION

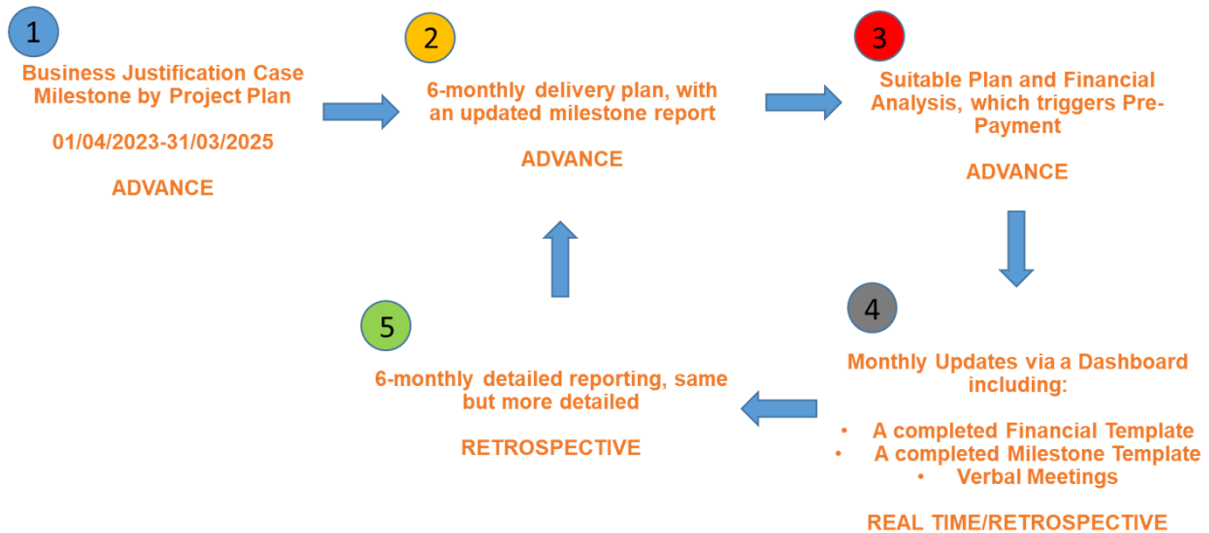
Programme Monitoring

Programme monitoring for this Programme is critical to ensure effective use of public monies, paid in advance and with significant public scrutiny. The UB22 Executive Director

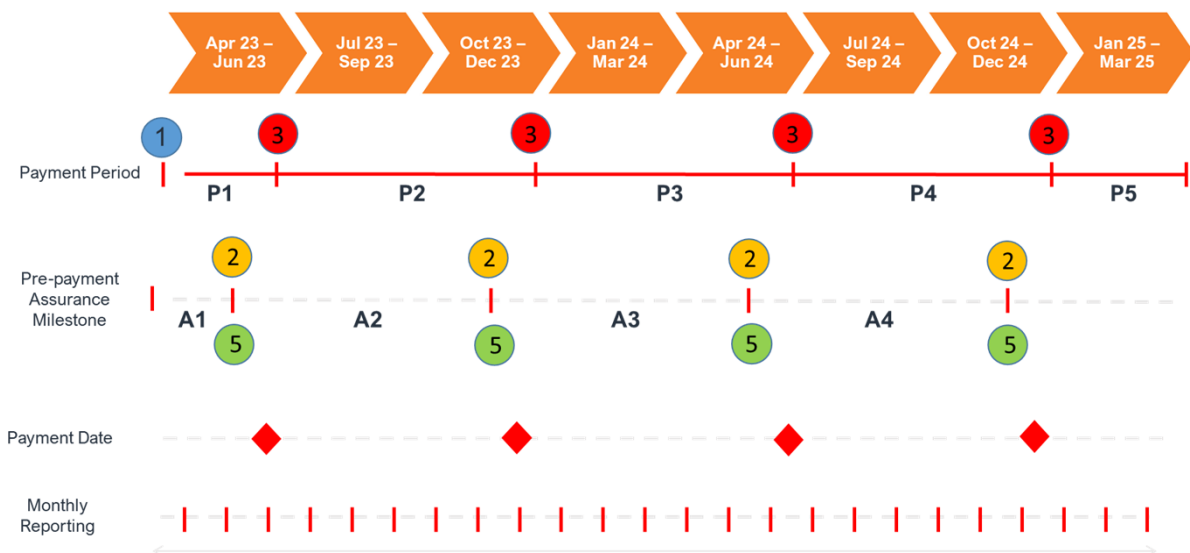
SINGLE ASSURANCE FRAMEWORK

will be the most senior officer responsible for delivery of outcomes within the Delivery Agent and will be accountable for Programme Monitoring to the WMCA Head of Inclusive Communities.

The diagram below sets out the monitoring process that will be implemented to ensure effective Programme delivery by UB22. Up-front objectives, milestones and commitments have been produced and are provided as an appendix item to this BJC.



It is acknowledge that over the lifetime of a two-year Programme, some changes are to be anticipated. The monitoring timeline set out below reflects this, with monthly dashboarding and meetings allowing for regular high level updates, supplemented by a 6-monthly pre-payment detailed report on Financials and milestone achievements.



Further details on each monitoring element are as follows:

1. BJC Milestone by Project Plan

United By 2022 Legacy Charity has produced a month-by-month cashflow informed by projected outputs, as well as an Evaluation Metrics summary (included as an Appendix item). This is a point in time document and reflects current plans and anticipated outputs.

Broad alignment with the milestones and evaluation metrics submitted as part of this BJC will be retained throughout the lifetime of the Programme.

2. 6-month delivery plan, with an updated milestone report

A prospective 6-monthly delivery plan setting out a more detailed and specific set of activity, commitments and outputs, will be produced for each of the periods using the template shared in the appendix and as shown in the above diagram. This also creates an opportunity for UB22 to identify any changes to the forward look, including any changes to evaluation metrics.

Each six-monthly delivery plan will be expected to consider specific dates (including those already communicated in Table 15, Section 5.2 of this BJC), how expected challenges/risks will be overcome throughout that period and any impact on Financial profiling. This is covered in further detail in Section 5 of this BJC.

3. Suitable Plan and Financial Analysis, which triggers Pre-Payment

Section 3 on the graph on Page 47, outlines that at the end of each financial quarter, they'll be a full financial analysis of the programme which ensures spending is on target as United By 2022 Legacy Charity outline.

Once those checks confirm satisfaction

4. Monthly updates via Dashboard and Verbally

The UB22 Executive Director will be the most senior officer responsible for delivery of outcomes within the Delivery Agent. As such, monthly meetings between the Executive Director (or a suitably appointed senior level proxy) and the Head of Inclusive Communities will take place.

Beyond the monthly verbal updates with the Executive Director, formal budgetary reporting and associated variance analysis will be due from the Delivery Agent once a month, in advance of each upcoming payment milestone (as captured in the diagram above). The level of detail required on a monthly basis will be reduced from that of the in-depth 6-monthly report but will act as a written audit trail of output and financial reporting. Reporting will be completed using the provided WMCA monitoring dashboard, which is appendix item 5 of this BJC.

On top of this, The Executive Director will be required to give monthly verbal updates on the following:

- Variance of projected financial actuals versus budget – the Delivery Agent is expected to pre-emptively identify any significant (defined as more than 10%) budget variations for each payment period. Note that where WMCA is not pre-emptively advised of budget variances within payment period, and a subsequent significant variance is identified at

relevant assurance checkpoints, WMCA may implement a formal performance review and increase its monitoring procedures accordingly (e.g., monthly verbal reporting may be required at increased frequency, for example weekly). Further details on the consequences of underperformance of monitoring requirements by the Delivery Agent are captured in section 5.7 Assurance).

- Projected spend for upcoming payment period – the Delivery Agent should identify any projected amendments to the proposed payment milestone as defined in the table of section 3.3 of this BJC.

5. 6-monthly detailed reporting; same but more detailed

As indicated in Section 5 of the above graph and as referred to in Section 2 on Page 47, each 6-monthly period will enable a chance for substantial reporting

A mid-point Evaluation, scheduled for January-March 2024 will provide a formal checkpoint for monitoring of grant performance. It is expected that in addition to financial and milestone details, this checkpoint will also provide additional qualitative indication of performance such as project photographs, digital assets and participant stories. Findings from the mid-point Evaluation will be reflected in ongoing grant management by the appointed WMCA team.

Programme Evaluation

Evaluation will consist of both a Programme specific Evaluation, whilst also contributing to a Commonwealth Legacy Fund overarching Evaluation managed centrally for the total £70million WMCA held budget.

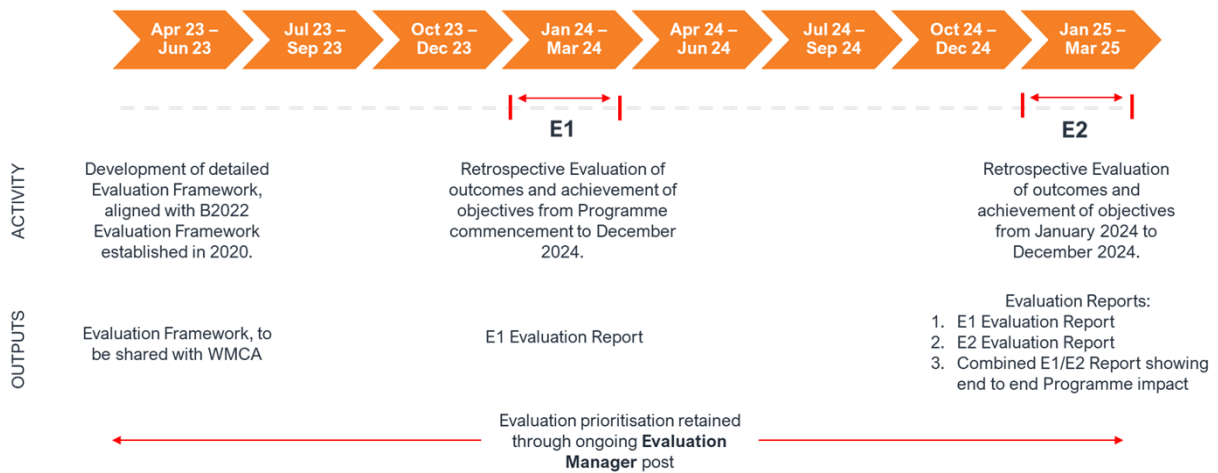
Of the £5million Programme budget, a total of £330,000 (6.6%) has been committed to Evaluation related spend, consistent with market benchmarking. This includes core staffing and commissioning of expert Evaluator/s for intense Evaluation periods and is consistent with details provided in the Financial Case of this BJC.

Responsibility for the Programme specific Evaluation will be devolved to the Delivery Agent, reflected as a contractual commitment within the final Grant Agreement. The Delivery Agent will be required to complete two periods of Evaluation, as set out in the diagram below.

Pre-emptively in anticipation of this requirement, the Delivery Agent has commissioned the creation of a Programme specific Evaluation Framework, the costs of which fall outside the scope of the costings in this Business Case. Completion of this Evaluation Framework is anticipated to take place in June 2023. The Framework will provide a clear set of objectives that UB22 will deliver against and will be the baseline for the Evaluation activity periods (E1 and E2) indicated in the below diagram.



SINGLE ASSURANCE FRAMEWORK



To oversee effective delivery of Evaluation through the Programme lifetime (and not limited to point in time assessment), the Delivery Agent will appoint an Evaluation Manager (shown in diagram above) to ensure that relevant evidences and data are captured pre-emptively and in real-time, as core inputs to the Evaluation periods. This is consistent with the successful approach implemented by the Commonwealth Games Evaluation between 2021-2022.



MANDATORY APPENDICES REQUIRED FOR THIS BJC

The following documents must be appended to this BJC:

Ref	APPENDIX	PROVIDED (Y/N)
1	Risk Register and Issue Log	Y
2	Written Confirmation/s of Confirmed Funding	NA
3	Project Schedule (Cashflow)	Y
4	If Investment Programme, Project Delivery Plan on a Page (POAP)	NA
5	If CRSTS, DfT Additional Appendix	NA
8	Benefits Realisation Plan and Register	Y
9	B2022 Legacy Plan	Y
10	Outcomes and Evaluation Summary	Y

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WMCA Investment Board

Date	19 June 2023
Report title	Commonwealth Games Legacy Fund WMCA Culture Programme
Portfolio Lead	Cllr Patrick Harley, Portfolio Holder for Digital & Culture
Accountable Chief Executive	Laura Shoaf, Chief Executive, WMCA
Accountable Employee	Ed Cox, Executive Director - Strategy, Integration and Net Zero
Report has been considered by	WMCA Investment Panel (22 May 2023) WMCA Cultural Leadership Board

Recommendation(s) for action or decision:*

The Investment Board is recommended to:

- (1) Endorse the proposed allocation of £4.1m to deliver the Culture and Heritage pillar of the Commonwealth Games Legacy Enhancement Fund (CWGLEF) as outlined in the SAF Programme Business case.
- (2) Note the recently secured match funding as outlined in the restricted Appendix A

1. Purpose*

Delivery of the culture and heritage pillar of the CWG Legacy Enhancement Fund (CWGLEF) allocated for WMCA delivery from DMCS. Total funding available is £4.1 million (100% revenue) to be delivered over the next two financial years, i.e. 2023/24 and 2024/25. A minimum of £1.3m will be for the direct benefit of constituent Local Authorities, i.e. double-devolved, with allocations set for Local Authorities or funding set aside for local capacity building. The overall objective is to deliver a series of revenue-based interventions across four missions to address regional challenges (e.g. cultural engagement, cultural infrastructure, sector resilience) and take advantage of key opportunities, in addition to creating a strategic regional framework for heritage & culture.

2. Background*

The Birmingham XXII Commonwealth Games included the Birmingham 2022 Festival, a £12million, six-month cultural programme between March – October 2022. This festival provided an opportunity to champion and highlight the region's arts and cultural sector, as well as embrace the region's heritage, diverse communities and special identity. It created a long overdue opportunity to showcase the region's creativity on a global stage and develop our international profile.

The purpose of the legacy strand is to build on this work and the focus will be on activities that:

- Deliver longer-term benefits and lead to improved resilience of the cultural sector,
- Deliver benefits across the whole WMCA geography,
- Secure more investment for the region going forward,
- Better embed culture into other policy areas (e.g. skills),
- Incorporate relevant learning from the CWG cultural programme.

The focus of this programme is primarily on arts (performing arts, artistic creation), crafts, libraries, heritage, photography, museums & galleries and cultural education. It does not include sports or activities linked to 'culture' in the anthropological sense. However, there is likely to be some overlap with the wider creative industries and other sectors such as tourism.

The WMCA Cultural Policy team, in partnership with the WMCA Cultural Leadership Board and WMCA Cultural Officers Group has therefore done further work to analyse the best use for this investment. This work has then, together with relevant data and evidence, informed the development of a Programme Business Case for delivery.

3. Strategic Aims and Objectives

WMCA is well placed to lead the regional culture legacy as it has already developed strategic regional approaches to ensure culture plays a key role in inclusive growth. The creative sector is also identified as one of the priority sectors in Plan for Growth, and a new formal partnership with Government Arm's Length Bodies (ALBs) as part of the Devolution Deal also provides strong strategic alignment. The programme will also align with other areas of work and investment such as Skills, Regeneration, Economy and Inclusive Growth.

Delivery is focused on four key mission pillars (orange column), derived through the WMCA objectives for culture and specific CWG objectives:

WMCA OBJECTIVES		MISSION		CWG PILLAR
Participation – Making sure that all our communities realise the benefits of culture (wellbeing, quality of life, cohesion)	→	1. Cultural engagement, communities & social value WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Audiences are more representative of the regions communities regularly attend and participate in cultural activities. Increased levels of understanding and respect among different groups and levels of participation in the community
Placemaking – Harness culture’s potential to transform our cities, towns and local centres through unique experiences, a thriving night-time economy and defining the identity of a place	→	2. Civic pride, placemaking & cultural infrastructure WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Increased feelings of civic pride in Birmingham and the West Midlands region
Business Development – Support the cultural sector to grow and recover after Covid-19, strengthening regional networks and building resilience	→	3. Futureproofing our cultural sector WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Increase in the diversity, capacity and skills of cultural workforce – leading to a stronger, more resilient cultural sector in the region
Promotion – Use our major cultural events and diverse cultural institutions to position the West Midlands as the best place to work, live, visit, and invest	→	4. Globally connected West Midlands cultural sector WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Enhanced global perception of the UK, city and region as a investment and visitor location – leading to increased visitors, investment and attraction of major events

MISSION		IMPACT
1. Cultural engagement, communities & social value	→	All our residents have the opportunity to engage with a relevant creative & heritage offer.
2. Civic pride, placemaking & cultural infrastructure	→	High levels of civic pride and community cohesion through high quality cultural & heritage infrastructure, particularly in places that have had less investment in the past.
3. Futureproofing our cultural sector	→	A stronger, more representative and resilient cultural sector.
4. Globally connected West Midlands cultural sector	→	West Midlands cultural sector has a high profile internationally, with significant cultural exports & partnerships.

The **overall objective** is to deliver a series of revenue-based interventions across the four missions, in addition to a strategic regional framework for heritage & culture.

The specific objectives are:

1. Development of strategic frameworks for culture & heritage creating focused regional priorities and increasing the ability to attract further investment. This will include:
 - Key frameworks for culture & heritage
 - Regional cultural infrastructure plan
 - Strategic regional skills plan for culture & heritage
 - Social prescribing plan & pilots in collaboration with NHS
 2. Increasing cultural engagement, community cohesion, and social value through interventions that create more opportunities for residents to engage with a relevant and co-created cultural offer. This will include:
 - Legacy co-commissions with specific focus on creating opportunities for diverse communities and smaller cultural & heritage organisations.
 - Audience research to support all cultural organisations and LA's to plan activity
 - Talent development opportunities particularly for children & young people from disadvantaged backgrounds
 3. Increasing civic pride and supporting culture-led regeneration, including high streets and existing cultural infrastructure. This will be delivered through Local Authorities to create flexible responses to meet specific needs, in collaboration with local communities. And it will support the region's ability to secure future capital investment through feasibility studies. This will include:
 - Place-based initiatives to activate high streets, with particular focus on areas with high levels of deprivation and limited opportunities for cultural participation.
 - Support for feasibility and capital works with a focus on community cultural infrastructure and heritage.
 - Developing a pipeline of culture & heritage projects at regional level and strategic interventions to support long-term management and resilience of projects.
 4. Increasing the resilience of the West Midlands cultural sector and creative freelancers. This will be achieved through interventions focusing on regional level skills development and bespoke business support. This will include:
 - Sector skills development programme, creating better opportunities to entry the sector and addressing key skills gaps. Specific focus on diversifying the workforce and leadership of cultural organisations, as well as supporting freelancers. This activity will be completed by the Skills funding already allocated to WMCA – with the CWG Legacy Funding parts used for activities essential for the cultural sector but not possible to fund through the existing Skills funding. (e.g. work placement support)
 - Providing targeted support for cultural businesses and freelancers through business support interventions. There is a possibility to complement this offer through the UKSPF provision, through e.g. creation of specific skills hub account managers for cultural & creative sector.
- Ensuring the West Midlands cultural sector is globally connected and to develop new business opportunities. This will be achieved through interventions focusing on international partnerships and business development. This will include small grant

programme to enable creatives to showcase their work in international trade shows and to maintain international partnerships created through Festival 2022.

The programme supports inclusive growth by leveraging both economic and social value from procurement spend through regional supply chains, as well as direct social value benefits through culture to residents. Interventions linked to built environment have potential to contribute towards WMCA's 2041 carbon neutrality target.

4. Delivery

Key parts of the programme are outlined below, together with key outputs. Given the detailed design of some of the interventions is still ongoing, it is not possible to provide more detailed estimates of outputs at this point in time.

Objective	Activity	Outputs
Development of strategic regional frameworks for culture & heritage	<p>Creating initial strategy framework documents for culture & heritage for Jul 2023 WMCA Board.</p> <p>2 x accompanying delivery plans created by 31 Oct 2023</p> <p>Cultural infrastructure plan created by 30 Sep 2023.</p> <p>Sector skills plan created by 30 Sep 2023.</p> <p>These activities will be primarily managed by WMCA, with some activities being procured (e.g. collating information and evidence)</p>	<p>1 culture strategy document & 1 x delivery plan</p> <p>1 heritage strategy document & 1 x delivery plan</p> <p>Regional cultural infrastructure plan</p> <p>Regional skills plan</p>
Increase cultural engagement, community cohesion and social value generation through culture	<p>Locally delivered devolved grants for creative commissions allocated by 31 Dec 2023. Focus on co-creation with communities. WMCA monitoring grant delivery with activity completed by 28 Feb 2025.</p> <p>Social prescribing plan completed 1 Apr 2024 with minimum 1 pilot and sharing event completed by 31 Oct 2024. This activity will be delivered by WMCA in partnership with key stakeholders such as NHS.</p> <p>Update of place profiler completed through tendered work by 31 Jan 2024. This activity will be procured to an external provider.</p> <p>A dedicated Legacy Talent Fund to support children and young people across the WMCA area. This activity is likely to be procured to an external party/parties.</p>	<p>A minimum of 7 grants of £100,000 allocated to constituent Local Authorities resulting in minimum of 7 bigger creative commissions or series of activities with a focus on co-creation with the cultural sector and local communities.</p> <p>Social prescribing plan and minimum one pilot programme, a minimum of one sharing event.</p> <p>Updated Place Profiler database for cultural sector organisations to use to support audience engagement activity.</p> <p>Estimated minimum of 20 grants or bursaries awarded by 31 Jan 2025 as part of Legacy Talent Fund.</p>
Supporting the development of the region's cultural infrastructure to increase	<p>Locally delivered devolved grants for place-based activities allocated by 31 Dec 2023. Focus on high street</p>	<p>A minimum of 7 grants of £85,000 allocated to constituent Local Authorities resulting in place-based activities focused on community cohesion, pride</p>

<p>civic pride and maximise the role of culture & heritage in placemaking and vibrant high streets</p>	<p>regeneration, cultural action zones and other place-based culture & heritage initiatives. WMCA monitoring grant delivery with activity completed by 28 Feb 2025.</p>	<p>of place, high street reanimation and improved infrastructure.</p>
<p>Targeted programme of skills, workforce and business support to ensure our cultural and heritage sectors can grow and prosper</p>	<p>WMCA commissioning and delivering a series of skills interventions (with no duplication of WMCA skills funds), such as provision of work placements, leadership training, support for freelancers and bespoke business support. Full suite of interventions designed by 31 Oct 2023 and delivery and evaluation completed by Feb 2025.</p>	<p>A suite of skills interventions as identified in the regional skills plan to be developed as the starting point. Potential activities to include:</p> <ul style="list-style-type: none"> • Support for work placements to aid talent retention and entry to sector, with focus on current skills gaps. • Support for apprenticeships where this is evidenced and cannot be supported through existing WMCA funding. • Special programme of interventions for cultural sector freelancers including mentoring, coaching, practical training provision and training bursaries. • General sector training programme (similar to Creative Scale Up programme) with tailored training offer and peer to peer support. • Expansion of Future Accelerator pilot programme to support diverse leadership. • Development of other skill support and information sharing, including creation of careers champions and work with education sector. <p>It is not possible to provide an accurate estimate of number of beneficiaries, but this is estimated to be over 200.</p> <p>A suite of tailored business programme with a focus on identifies sector needs (similar to Creative Scale Up programme). It is not possible to provide an accurate estimate of number of businesses benefiting, but the programme will deliver estimated minimum of 125 training sessions. Businesses will be referred through key stakeholder groups such as WMCA Cultural Leadership Board, WMCA Cultural Officers Group, sector networks, WMGC, key funders such as Arts Council England, NLHF, Historic England, NLCF, as well as existing business networks such as BIDs of Chambers. Universities will also be approached particularly for start-ups and emerging organisations. Existing networks developed for delivery of e.g. Creative Scale Up programme, WMCA Cultural & Creative Social Enterprise Pilot programme will also be utilised.</p>

<p>Enabling the West Midlands cultural sector to raise its regional and international profile, and secure new business opportunities.</p>	<p>A specific grant programme to support international cultural exchange and business development, with a specific focus on Commonwealth Games partnership continuation. Grant programme design is currently taking place and delivery should be completed by Feb 2025. This activity will be delivered by WMCA.</p> <p>Delivery of international 2-day cultural conference together with key regional & national partners to share learning from CWG and other major events, as well as raise the profile of the region. This activity will be managed and coordinated by WMCA.</p>	<p>WMCA to award/procure to be awarded a minimum of 15 grants to support international working and collaborations. This activity has potential to also link with WMGC activities on e.g. trade missions.</p> <p>A 2-day international cultural conference estimated minimum delegates 700. Delivered by end of June 2024.</p>
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Alignment with other delivery areas will be scoped, especially for the tourism and international activities for WMGC. The Culture team already now have monthly update sessions with WMGC to ensure alignment and opportunities to maximise investment. Discussions with WMCA skills team are already taking place on development of the skills plan and to avoid overlaps between existing funding. Similar conversations will be scheduled across delivery areas in the near future once the required resource is in place, with specialist roles being recruited.

The delivery timelines will be designed to ensure all activity will be completed by December 2024, with evaluation completed by February 2025. The restrictions on the timeline will be considered in programme design across the programme, together with resource allocation. Project timelines include contingencies to up to 6 weeks to mitigate against any service-related risks or changes. These will be monitored through the assurance processes and significant changes will be taken through the WMCA Change Control Process. Each delivery strand budget will include a 5% contingency element that is built into the programme and not expended until a point when the outcomes and outputs from the delivery strand are secured, with no need for mitigating steps identified. This will be monitored through the Programme Board and team meetings. Where more significant changes are identified due to e.g. unexpected external factors, this would trigger a change request approved by the Programme Board and then following the normal WMCA SAF processes. Risks will be monitored through programme specific risk assessments, as well as SINZ Directorate Risk Registers.

The programme will be delivered by a dedicated specialist team with both existing full-time roles (Senior Policy Officer, Culture and Projects & Marketing Officer) as well as a dedicated team of fixed term roles currently being recruited (Cultural Infrastructure Development Manager, Policy Officer, Grant Manager and Procurement & Project Manager). The programme will also benefit from additional resource from a newly developed WMCA Head of Culture, Creative Industries & Digital post, which is funded outside this programme, but will also provide escalation for any HR issues.

For grant programmes, specific criteria will be developed to ensure desired outcomes and fair distribution of funding. For devolved grants, specific criteria will be linked to the theme of the fund, which will include specific deliverables and evaluation criteria for:

- Engagement and participation levels
- Emphasis on co-creation
- Number of community assets
- Pride of place
- Number of interventions
- Number of creatives and creative organisations supported
- Ensuring investment benefits those most in need

5. Evaluation

The programme will be evaluated through a specially designed evaluation framework which will be using standardized economic and social value measures, together with culture sector specific measures (e.g. the West Midlands cultural engagement score).

Key evaluation outcomes and measures include:

OUTCOME	EXAMPLE MEASURES
<p>Audiences which are more representative of the regions communities regularly attend and participate in cultural activities. Increased levels of understanding and respect among different groups and levels of participation in the community.</p>	<p>Engagement with the creative and place making programmes (number of people, demographic profile, location data, socio-economic, number of volunteering opportunities, etc)</p>
<p>Increased feelings of civic pride in Birmingham and the West Midlands region.</p>	<p>As noted in e.g. the Levelling Up White Paper, survey-based measures are currently not developed enough to deliver robust results, and there are no other formal methods to measure pride in place.</p> <p>A proxy method will therefore need to be created linked specifically for the place-based programme elements, likely to be some type of community survey. It should however be noted that there is currently no comparative data available for pride of place.</p> <p>This can be combined with quantitative methods such as footfall estimates.</p>
<p>Diversity, capacity/skills of cultural sector workforce</p>	<p>Number of people benefiting from skills and business programmes</p> <p>Diversity of people benefiting from skills and business programmes.</p> <p>Number of programmes, training sessions and opportunities delivered</p> <p>Number of people securing new opportunities as result of the programme</p> <p>TOMs examples:</p>

	<ul style="list-style-type: none"> • NT7 RE8 FM13/Employability support for people over 24 • RE57/Gender balance in the workforce • RE58 RE58/Ethnic diversity in the workforce • FM16 FM16/Continuous Professional Development • NT9 RE11 FM17/Training opportunities
Social Value / Inclusive Growth Framework / Carbon Reduction	Range of TOMs such as: <ul style="list-style-type: none"> • NT29 RE33 FM56/ Volunteering for local community projects • NT18 RE22 FM29/Local supply chain spend Number of feasibility studies for cultural or heritage assets resulting in carbon reduction.

It is not possible to include a more detailed evaluation at this stage as this is still being developed as part of the programme design.

6. Financial Implications*

- 6.1. The total available from the CWG Legacy Fund for Culture is £4.1m revenue grant funding for 2 years (April 2023 to March 2025), subject to approval from Investment Board. The intended use of this is as follows:

	WMCA	Double-Devolved	Total
Regional Strategic Framework	50,000		50,000
Cultural engagement, communities & social value	147,000 min 497,000 max	700,000 min 1,050,000 max	1,197,000
Civic pride, placemaking & cultural infrastructure	14,000 min 519,918 max	600,000 min 1,105,918 max	1,119,918
Futureproofing our cultural sector	1,154,000		1,154,000
Globally connected West Midlands cultural sector	137,400		137,400
Programme administration allocation	441,682		441,682
Total *	1,944,082 min 2,800,000 max	1,300,000 min 2,155,918 max	4,100,000

* The figures above do not include the recently secured match funding as outlined in the restricted Appendix A

- A minimum of £1.3m will be double-devolved to the constituent Local Authorities, under the terms and conditions stipulated by DCMS.

- This figure could rise to £2.16m if all 7 constituent local authorities decide to take up the allocation (dependant upon their own internal capacity).
- The remaining amount (a minimum £1.94m and up to £2.80m) will be spent directly by WMCA as follows :
 - there is £362k associated with 4 new roles required to directly support this programme through to March 2025;
 - the remaining balance (a minimum £1.58m and up to £2.44m) will be utilised through a combination of external procurement as well as grant funding to the cultural sector, for delivery by March 2025.

6.2 The key risks concerning this programme relate to being able to quickly recruit the 4 additional staff to support the procurement and delivery, as soon as formal approval is given by Investment Board. The Culture team currently consists of 1 Senior Policy Officer, so the programme will not sufficiently progress until this recruitment is completed. There is a possibility of securing secondments from relevant Government Arm's Length Bodies which would help speed up the process and mitigate this risk.

6.3 WMCA anticipates notification of revenue grant funding from DCMS through Q1 23/24. However, as this business case will not be formally approved until June 23 Investment Board, any expenditure prior to this approval has been agreed and underwritten by WMCA's S.151 Officer. This approach was agreed at the CA Board meeting in March 23.

6.4 This business case includes a financial risk of c.£80k relating to Q1 expenditure, associated with delivery of the strategic framework which will influence the overall programme so requires prioritisation; the Mayor has also asked to be ready for the July Board. It also includes cultural feasibility which will inform our CWG delivery for place-based work, and will have a vital link to the DDD culture infrastructure fund capital works. Given the timeframe for getting capital projects implemented to minimise risks, it is deemed necessary to get this prioritised in the first quarter to support future delivery.

7. Legal Implications*

6.1 Legal will provide ongoing advice in relation to the delivery of the programme.

6.2 Legal will advise in relation to the grant funding agreement between WMCA and Department for Digital, Culture, Media and Sport, particularly assessing any conditions and obligations imposed on WMCA and the risks associated with entering into the funding agreement.

6.3 Legal will determine whether any conditions and obligations imposed on WMCA by virtue of the DCMS funding agreement will need to be passed on to Local Authority grant recipients in the subsequent back-to-back funding agreements and/or to other grant recipients via contracts or grant-funding agreements.

6.4 Legal will assess the application of any subsidy control considerations in relation to the use of the grant funding to deliver the programme.

8. Single Assurance Framework Implications

This programme will contribute towards inclusive growth and the outputs will provide various benefits to residents in the region. This includes helping improve community

cohesion as well as providing employment and development opportunities. This programme of work is a great opportunity to improve the international profile of the West Midlands cultural sector. A key risk highlighted in the Assurance and Appraisal reviews were around numerous job posts requiring recruitment and the impact to delivery timelines if there are any delays in the recruitment process. However, the project has confirmed that they have already commenced the recruitment process and that some roles could be secondments and the programme timelines have included flexibility to allow for any unforeseen challenges. There has also been oversight provided on the business case from Legal, Finance and Procurement SMEs.

Based on the above, Appraisal recommends that the business case is approved.

9. Equalities Implications

Delivery and distribution of the culture and heritage pillar of the CWG Legacy Enhancement Fund against the four key mission pillars (as set out in section 3) should reflect the diverse population of the West Midlands as per [regional Census data 2021](#), especially with regards to age, gender, ethnicity, disability, and sexual orientation. If the equalities element of the Inclusive Growth toolkit has not been considered, it should be extracted and included here. If not, it is recommended that a [Health and Equity Impact Assessment](#) should be carried out to assess the potential impact of the CWG LEF on communities in the West Midlands.

10. Inclusive Growth Implications

This project will target the following WMCA priorities:

1. Employment – through employment impacts for all the activities, with a specific focus on entry level roles. Employment opportunities will provide living wage or higher, including apprenticeships and paid work placements. The design of the programme will also consider making these opportunities as accessible as possible, especially for those from disadvantaged backgrounds. A specific leadership programme following [WMCA's Future Boards Accelerator](#) pilot programme will also provide opportunities for longer term change.
2. Skills – with especially the regional skills programme increasing the number of people benefiting from training opportunities, with a specific focus on those from disadvantaged backgrounds. This will also include soft skills and opportunities for freelancers which form up to 50% of the cultural sector workforce.
3. Business competitiveness and productivity – with especially the skills & business support programmes creating net additional jobs and supporting new businesses. This programme has also enabled us to secure additional support from Co-operatives UK to develop creative sector and freelancer co-operatives. We will also embed learning from the [WMCA Cultural & Creative Social Enterprise](#) pilot programme.
4. Land and environment – with particularly the place-based activities providing opportunities for local influence on development through co-creation. This will also include public realm and high street developments, which could include meanwhile spaces and bringing spaces back to public use. Environmental sustainability will be a key part of the project.

5. Health – with especially the elements focussing and arts and social prescribing developing innovation on early intervention tools, as well as improve the wellbeing for residents.

11. Geographical Area of Report's Implications

A minimum of £1.3m will be for the direct benefit of constituent Local Authorities. Non-constituent members have the opportunity to benefit from the wider programmes on skills, business support and international activities.

12. Other Implications

Procurement will work closely with our Policy & Public Affairs colleague, SINZ directorate. Proper procurement exercise(s) will be carried out if deemed necessary according to grant condition.

13. Schedule of Background Papers

1. Programme Business Case
2. Benefits Realisation Plan and Benefits Register/Theory of Change for the programme
3. Risk Management Strategy
4. Risk Register and Issue Log
5. Stakeholder and Communications Strategy
6. Programme Schedule
7. Change Management Strategy

Programme Business Case

Single Assurance Framework



West Midlands
Combined Authority

PROGRAMME BUSINESS CASE

The purpose of the **Programme Business Case (PBC)** is to select the projects and activities required to deliver the programme’s spending objectives in support of the agreed strategy for the delivery of policy objectives.

A PBC should be used where several linked projects contribute to the same outcomes and cannot be treated separately. Producing a complete and detailed PBC means that the business cases for those projects can be smaller because they can refer to this submission.

To support better spending, investment decisions and better procurement, this Programme Business Case should be written using WMCA guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury’s Green Book and supporting information can be found [here](#).

PROGRAMME DETAIL			
Programme Name:	Commonwealth Games Legacy Fund WMCA Culture Programme		
Directorate (if WMCA internal):	Strategy, Integration and Net Zero		
Organisation (if WMCA external):	n/a		
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?	n/a		
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Salla Virman		
WMCA Executive Director:	Ed Cox		
Finance Lead:	Aqeel Rizvi		
Legal Representative:	Nigel Channer		
Procurement Lead:	Victoria Zhao		
Other (i.e., HR / Health & Safety):	Nathan Morrison/HR		
VERSION CONTROL			
Version:	2	Date:	14/03/2023
PBC Prepared by:	Salla Virman	Job Title:	Senior Policy Officer, Culture

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROGRAMME WHICH INCLUDES (MAX 500 WORDS)

- A BRIEF PROGRAMME DESCRIPTION
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

This PBC provides detail for the culture pillar of the CWG Legacy Enhancement Fund (CWGLEF) allocated for WMCA delivery. Total funding available is £4.1 million (100% revenue) to be delivered over the next two financial years, i.e. 2023/24 and 2024/25. A minimum of £1.3m will be for the direct benefit of constituent Local Authorities, i.e. double-devolved, with allocations set for Local Authorities or funding set aside for local capacity building.

It provides the regional legacy for the Culture pillar of the Birmingham 2022 Commonwealth Games. The B2022 Festival created an opportunity to develop our international profile, as well as to start addressing regional challenges on low levels of cultural engagement, poor cultural infrastructure, disparity of investment and resilience of our cultural sector.

WMCA is well placed to lead the regional culture legacy as it has already developed strategic regional approaches to ensure culture plays a key role in inclusive growth. The creative sector is also identified as one of the priority sectors in Plan for Growth, and a new formal partnership with Government Arm's Length Bodies (ALBs), together with existing WMCA investment (e.g. skills) provides additional opportunities to maximise impacts.

Focus will be on activities that:

- Deliver longer-term benefits and lead to improved resilience of the cultural sector,
- Deliver benefits across the whole WMCA geography,
- Secure more investment for the region going forward,
- Better embed culture into other policy areas (e.g. skills),
- Incorporate relevant learning from the CWG cultural programme.

Delivery is focused on four key mission pillars derived through the WMCA objectives for culture and specific CWG objectives:

WMCA OBJECTIVES		MISSION		CWG PILLAR
Participation – Making sure that all our communities realise the benefits of culture (wellbeing, quality of life, cohesion)	→	1. Cultural engagement, communities & social value WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Audiences are more representative of the regions communities regularly attend and participate in cultural activities. Increased levels of understanding and respect among different groups and levels of participation in the community
Placemaking – Harness culture's potential to transform our cities, towns and local centres through unique experiences, a thriving night-time economy and defining the identity of a place	→	2. Civic pride, placemaking & cultural infrastructure WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Increased feelings of civic pride in Birmingham and the West Midlands region
Business Development – Support the cultural sector to grow and recover after Covid-19, strengthening regional networks and building resilience	→	3. Futureproofing our cultural sector WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Increase in the diversity, capacity and skills of cultural workforce – leading to a stronger, more resilient cultural sector in the region
Promotion – Use our major cultural events and diverse cultural institutions to position the West Midlands as the best place to work, live, visit, and invest	→	4. Globally connected West Midlands cultural sector WMT SPECIAL FOCUS ON DIVERSITY, EQUALITY AND INCLUSION	←	Enhanced global perception of the UK, city and region as a investment and visitor location – leading to increased visitors, investment and attraction of major events

Desired long-term impacts for these mission pillars are:

MISSION		IMPACT
1. Cultural engagement, communities & social value	→	All our residents have the opportunity to engage with a relevant creative & heritage offer.
2. Civic pride, placemaking & cultural infrastructure	→	High levels of civic pride and community cohesion through high quality cultural & heritage infrastructure, particularly in places that have had less investment in the past.
3. Futureproofing our cultural sector	→	A stronger, more representative and resilient cultural sector.
4. Globally connected West Midlands cultural sector	→	West Midlands cultural sector has a high profile internationally, with significant cultural exports & partnerships.

The **overall objective** is to deliver a series of revenue-based interventions across the four missions, in addition to a strategic regional framework for heritage & culture.

The specific objectives are:

- 1. Development of strategic frameworks for culture & heritage** creating focused regional priorities and increasing the ability to attract further investment.
- 2. Increasing cultural engagement, community cohesion, and social value** through interventions that create more opportunities for residents to engage with a relevant and co-created cultural offer.

- 3. Increasing civic pride and supporting culture-led regeneration, including high streets and existing cultural infrastructure.** This will be delivered through Local Authorities to create flexible responses to meet specific needs, in collaboration with local communities. And it will support the region’s ability to secure future capital investment through feasibility studies.
- 4. Increasing the resilience of the West Midlands cultural sector and creative freelancers.** This will be achieved through interventions focusing on regional level skills development and bespoke business support.
- 5. Ensuring the West Midlands cultural sector is globally connected and to develop new business opportunities.** This will be achieved through interventions focusing on international partnerships and business development.

Key **outputs** will include:

- A set of strategy documents
- Minimum 7 grants (of up to £150k) for locally delivered co-commissioned creative projects
- A talent development fund for young people
- Minimum 7 double devolved grants (of up to £158k) for place-based culture and heritage activities, including capital feasibility studies
- A skills, leadership, and business support programme
- A grant programme to support international cultural exchange and business development
- Delivery of a 2-day international cultural sector conference in the region

The programme supports inclusive growth by leveraging both economic and social value from procurement spend through regional supply chains, as well as direct social value benefits through culture to residents. Interventions linked to built environment can contribute towards WMCA’s 2041 carbon neutrality target.

FINANCE SUMMARY

<i>Table 1</i>	
Finance Summary	PBC (£)
Total Programme Cost:	£4,100,000
WMCA Funding Required:	£4,100,000 £1.92m - 23/24 £2.18m – 24/25
WMCA Funding Stream	DCMS (CWGLEF)
Funds Secured:	-
Funds Not Secured:	£4,100,000

N.B. The funding allocation for this programme has been approved by the WMCA Board and has been announced by DCMS. However, the business case for the overall CWGLEF has not yet received final sign-off by government, hence the table above indicates that the funding is not secured. We expect government sign-off to come through in April 2023.

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROGRAMME OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Outline the SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent) objectives of the programme and how they will be measured within the table below. Desired outcomes include improved economy, efficiency, effectiveness, replacement and compliance.

Note, all programmes need to consider Inclusive Growth and its contribution to Net Zero.

Table 2

#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e., Outcomes)	Alignment to WMCA Aims and Objectives
1.	Development of strategic regional frameworks for culture & heritage	No regional strategies for culture & heritage exist Over 2,000 cultural infrastructure assets and 10,500+ built heritage assets identified through WMCA Cultural Infrastructure Map	1 culture strategy document & 1 x delivery plan 1 heritage strategy document & 1 x delivery plan Regional cultural infrastructure plan Regional skills plan	Creating initial strategy framework documents for culture & heritage for Jul 2023 WMCA Board. 2 x accompanying delivery plans created by 31 Oct 2023 Cultural infrastructure plan created by 31 Sep 2023	Successful delivery to: <ul style="list-style-type: none"> • Create focused priorities for culture and heritage • Improve partnership working leading to improved ability to attract further investment to benefit residents • Increase cultural engagement and opportunity for residents • Better cross-sectoral integration • Improved sustainability and net zero impacts for cultural infrastructure 	Promote inclusive economic growth in every corner of the region Reduce carbon emissions to net zero and enhance the environment

				Sector skills plan created by 31 Sep 2023		
2.	Increase cultural engagement, community cohesion and social value generation through culture	<p>WM has low levels of cultural engagement nationally, strongly correlating with educational achievement levels and socio-demographic profiles.</p> <p>CWG and Coventry City of Culture audience engagement figures</p> <p>24,000+ people employed and working directly in WM cultural sector.</p> <p>Total economic contribution of cultural sector £1.1 billion in GVA</p>	<p>Locally delivered grants for creative commissions. Measured though number of creatives and residents benefiting.</p> <p>Creating a social prescribing plan and pilot. Measured though number of creatives and residents benefiting.</p> <p>Updating Place Profiler audience development tool</p> <p>Young People's Legacy Talent Fund with grants & bursaries to support young talent. Measured though number of young people benefiting.</p>	<p>Locally delivered grants allocated by 31 Dec 2023.</p> <p>WMCA monitoring grant delivery with activity completed by 28 Feb 2025.</p> <p>Social prescribing plan completed 1 Apr 2024 with minimum 1 pilot completed by 31 Oct 2024.</p> <p>Update of place profiler completed through tendered work by 31 Jan 2024.</p> <p>Minimum 50 grants or bursaries awarded by 31 Jan 2025.</p>	<p>Successful delivery to:</p> <ul style="list-style-type: none"> • Create opportunities for residents to engage with co-created cultural offer & improve community cohesion. • Provide employment and development opportunities for creatives /freelancers from the West Midlands • Develop new business opportunities through social prescribing offer • Improve the ability of all WM cultural sector organisations to target their offer to those not currently being able to access • Support young people with talent development. 	Ensure everyone has the opportunity to benefit

SINGLE ASSURANCE FRAMEWORK

3.	Supporting the development of the region's cultural infrastructure to increase civic pride and maximise the role of culture & heritage in placemaking and vibrant high streets	Over 2,000 cultural infrastructure assets and 10,500+ built heritage assets identified through WMCA Cultural Infrastructure Map Alignment with HPR strategies	Devolved grants to deliver a minimum of 7 (up to £158k) projects with focus on place-based approaches, such as: - Cultural/heritage action zones - Small-scale feasibility studies - Small-scale capital works or repairs Measured through number of projects, benefits to residents, footfall.	Devolved grants allocated by 31 Dec 2023. WMCA monitoring grant delivery with activity completed by 28 Feb 2025.	Successful delivery to: • Increase pride of place and community cohesion • Improve existing infrastructure including efficiencies contributing towards net zero • Provide more opportunities for residents to engage with relevant cultural offer near where they live • Support vibrant town centres and improved perception of place • Be in a better position to secure future investment for cultural and heritage infrastructure projects to deliver public value and benefits	Promote inclusive economic growth in every corner of the region
4.	Targeted programme of skills, workforce and business support to ensure our cultural and heritage sectors can grow and prosper	Significant skills gaps evidenced and impacting growth potential. Lack of diversity amongst workforce & leadership Up to 50% of workforce is	WMCA commissioning and delivering a series of skills interventions (with no duplication of WMCA skills funds), such as provision of work placements, leadership training,	Interventions designed by 31 Oct 2023. Delivery and evaluation completed by 28 Feb 2025.	Successful delivery to: • Address skills gaps and issues which cannot be actioned through existing WMCA skills funding • Improving the diversity of workforce and retain talent in the region • Improving diversity of cultural sector leadership	Promote inclusive economic growth in every corner of the region

SINGLE ASSURANCE FRAMEWORK

		<p>freelancers with Covid-19 causing professionals to leave the sector.</p> <p>Lack of access to finance and limited growth resources.</p>	<p>support for freelancers and bespoke business support.</p> <p>Measured though number of people benefiting, number of jobs, number of businesses.</p>		<ul style="list-style-type: none"> • Supporting the growth and resilience of cultural sector business & creative economy, including access to finance 	
5.	<p>Enabling the West Midlands cultural sector to raise its regional and international profile, and secure new business opportunities.</p>	<p>Cultural tourism is worth £2.3 billion to West Midlands</p>	<p>WMCA to award/procure to be awarded a minimum of 15 grants to support international working and collaborations. Measured through number of grants, collaborations, new business secured.</p> <p>WMCA to lead on delivery of national 2-day cultural conference together with key national partners to share</p>	<p>Grant programme designed by 31 Dec 2023</p> <p>Grant delivery completed 28 Feb 2025.</p> <p>2-day cultural conferenced delivered in April 2024</p>	<p>Successful delivery to:</p> <ul style="list-style-type: none"> • Increase number of international partnerships, particularly Commonwealth Countries • Increase cultural exports and revenue generation • Improve international profile of West Midlands cultural sector and attract major cultural events • Provide opportunities for West Midlands cultural sector to benefit from shared learning and best practice. 	<p>Promote inclusive economic growth in every corner of the region</p>

			learning from CWG and City of Culture. Measured through number of delegates and feedback.			
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1.2 ORGANISATIONAL OVERVIEW

Provide a brief overview of the organisation(s) making the case for intervention and change.

West Midlands Combined Authority (WMCA) was set up in 2016 as a devolved organisation to ensure more decisions about the region could be made locally. The aim of the WMCA is to make the West Midlands a happy, healthy place to live.

WMCA is made up of 7 constituent councils and a wider set of non-constituent members, totalling 17 local councils and 3 local enterprise partnerships (LEPs). LEPs work together to benefit everyone who lives and works in the region. They include businesses, local councils and education leaders. Our Chief Executive is Laura Shoaf. She leads WMCA along with the Mayor, Andy Street, and the leaders of the 7 constituent councils.

1.3 EXISTING ARRANGEMENTS AND BUSINESS NEEDS

Provide a complete summary of the organisation's current service model referring to its Business as Usual (BAU) offer, this may also include elements of services provided within the organisation's external environment.

Also, state the deficiencies associated with the current provision and the implications if the programme does not proceed.

Culture as a policy as within WMCA was established in 2019, and the role of the WMCA is to lead on regional level policy, as well as enable, advocate and convene around key issues at regional and national level. The current WMCA objectives for culture, approved by the WMCA Board in 2020 are:

1. **Participation** – Making sure that all our communities realise the benefits of culture (wellbeing, quality of life, cohesion)
2. **Placemaking** – Harness culture's potential to transform our cities, towns and local centres through unique experiences, a thriving night-time economy and defining the identity of a place
3. **Business Development** – Support the cultural sector to grow and recover after Covid-19, strengthening regional networks and building resilience
4. **Promotion** – Use our major cultural events and diverse cultural institutions to position the West Midlands as the best place to work, live, visit, and invest

The focus of WMCA's cultural policy activities, including this programme, is primarily targeted towards arts (performing arts, artistic creation), crafts, libraries, heritage, photography, museums & galleries and cultural education. This does not include sports or activities linked to 'culture' in the anthropological sense. However, it is recognised that there is some overlap with the wider creative industries.

Given the small size of the current culture team (2 FT roles) and the relatively modest salary and activity budget (£200k per annum), BAU would not be able to deliver any significant legacy for culture as one of the CWG pillars. This programme is therefore needed to ensure there is a lasting and impactful legacy.

1.4 KEY RISKS

Specify the main risks associated with the achievement of the programme's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

The information provided should align to both the Risk Register and Issue Log attached with this PBC.

Table 3

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	External Risk: Delay in receiving the CWGLEF from Government	3	3	9	SRO S Virman	Projections for spend at risk given grant not yet signed off by government. Any expenditure incurred in Q1 23/24 (estimated to be c.£80k) prior to approval from June Investment Board will need to be agreed and underwritten by WMCA's S.151 Officer.
2	Internal Risk: Inability to recruit delivery roles	3	4	12	SRO S Virman	Robust plans for recruitment, some flexibility built into delivery plan
3	External Risk: Inflation and increased costs	3	4	12	SRO S Virman	Requirement for quotations for services to be valid for a fixed time, allocating contingency to budgets
4	Service Risk: Third party suppliers or contractors not delivering on commitments	3	3	9	SRO S Virman	Robust procurement and contracting processes are already in place. Robust monitoring and management of projects including clear KPI's
5	Internal Risk: Programme design and delivery elements are not aligned appropriately causing workflow issues	3	2	6	SRO S Virman	Robust timelines to be created together with points for continuous monitoring and processes for escalation.

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6	Internal Risk: Project delivery team fail to perform in delivering the requirements of the project.	3	3	9	SRO S Virman	Robust job descriptions and KPI's. Continuous monitoring of performance.
7	External Risk: A global pandemic similar to Covid-19 resulting in restrictions to activities and interpersonal interaction.	4	3	12	SRO S Virman	Delivery plans to include scenario planning for virtual delivery where possible and opportunities for adaptation.
8	Reputational Risk: Non-delivery or poor quality outcomes could damage WMCA's reputation and impact ability to attract future investment	3	3	9	SRO S Virman	Robust monitoring and management of projects including clear KPI's.

Scoring Matrix						
Likelihood	5 - Very high	5	10	15	20	25
	4 - High	4	8	12	16	20
	3 - Medium	3	6	9	12	15
	2 - Low	2	4	6	8	10
	1 - Very low	1	2	3	4	5
		1	2	3	4	5
		Minimal	Minor	Significant	Major	Critical

1.5 BENEFITS

State the main benefits associated with achievements of the programme. This should be aligned with the Benefits Realisation Plan and Benefits Register appended to this PBC.

Table 4

#	Benefit	Benefit Type	Beneficiary
1.	Increase in cultural engagement	Quantifiable but not readily monetisable benefits (QB)	General Public
2.	Supporting cultural sector businesses and regional economic growth aspirations	Monetisable, including cash benefits	Industry
3.	Improved cultural infrastructure	Cash releasing (CBR) and Non-cash releasing (non-CBR)	General Public Local Authorities Industry
4.	Create and sustain employment opportunities within cultural sector and supply chain	Quantifiable but not readily monetisable benefits (QB)	General Public Industry
5.	Leverage more social value benefits through culture specific interventions.	Social value: Indirect public sector benefits, including Quantifiable (QB) and Non-cash releasing (non-CRB) Social value: Wider benefits to UK society, including Non-cash releasing/non-CRB (e.g. social prescribing impact on NHS) and Quantifiable (QB) & Qualitative (Qual) wider social value benefits to citizens.	Local Authorities, WMCA General Public Government

1.6 CONSTRAINTS

Specify any constraints that have been placed on the programme.

The WMCA is currently finalising the funding agreement and conditions, and it is therefore not yet clear whether there will be any spending profile constraints. Delivery of the programme is expected to be completed by 31 March 2025. There are however no spending restrictions relating to revenue vs capital spend.

As evidenced by WMCA Board minutes from 17 March 2023, a minimum of £1.3m of the total funding must be double devolved to the seven constituent Local Authorities and this is reflected in the budget and current delivery plans. WMCA will however set conditions for this funding to ensure it aligns with the mission pillars and objectives. Conditions set out in any

grant funding agreements will be flowed down from the WMCA to Local Authorities and other delivery partners. Monitoring, evaluation and reporting requirements will be built into delivery activity as part of this. Non-constituent authorities can benefit from the wider regional programmes such as the regional strategic framework development or regional skills programmes.

1.7 DEPENDENCIES

Specify any dependencies outside the scope of the programme upon which the success of the programme is dependent.

The success of the programme is dependent on Government funding being confirmed and transferred to WMCA within a realistic timeline.

In addition, there are number of non-critical dependencies, which could add value to the programme delivery but are not essential to achieving successful outcomes. These include:

- Capital funding allocated through WMCA's 2023 devolution deal with the Government for digital, cultural and environmental projects. This funding is still subject to approval of a suitable business case. The estimated funding towards cultural and heritage infrastructure is £4-5m.
- New formal partnerships with Government Arm's Length Bodies such as Arts Council England and National Lottery Heritage Fund as part of WMCA's 2023 devolution deal. Successful partnership could add significant value particularly to the regional strategic framework for culture and heritage.
- Ability to align the delivery of the cultural sector skills and business support interventions with existing funding such as WMCA's Skills budget and UKSPF.

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

List the critical success factors i.e., what must this programme achieve to be successful?

Align this to the individual project(s) that will contribute to the delivery of each CSF.

Table 5

#	Critical Success Factor (CSF)	Alignment to Programme Objectives / Related Project (s)
1.	There are clear and agreed regional level priorities for culture & heritage, and culture is contributing towards inclusive growth within the region.	<ol style="list-style-type: none"> 1. Development of strategic frameworks 2. Increasing cultural engagement through commissions and other Mission 1 activity 3. Supporting culture-led regeneration, improving cultural infrastructure and other Mission 2 activity 4. Skills & business support through Mission 3 activity 5. International business development opportunities through Mission 4 activity
2.	Increased opportunities for residents to engage with publicly funded culture & heritage.	<ol style="list-style-type: none"> 1. Development of strategic frameworks 2. Increasing cultural engagement through commissions and other Mission 1 activity 3. Supporting culture-led regeneration, improving cultural infrastructure and other Mission 2 activity
3.	Deliver improved cultural infrastructure for the benefit of our residents by 31 March 2025	<ol style="list-style-type: none"> 1. Development of strategic frameworks 2. Increasing cultural engagement through commissions and other Mission 1 activity 3. Supporting culture-led regeneration, improving cultural infrastructure and other Mission 2 activity
4.	Improving the resilience of our cultural and heritage sectors through jobs, new business opportunities, and developing effective skills development pathways.	<ol style="list-style-type: none"> 1. Development of strategic frameworks 2. Skills & business support through Mission 3 activity 3. International business development opportunities through Mission 4 activity

2.2 LONG LIST OF OPTIONS

Determine the long list options and undertake SWOT (strengths, weaknesses, opportunities, threats) analysis to complete the table below. All supporting evidence informing the long list together should be made available if requested for reference and/or Assurance and Appraisal purposes.

Information provided for the short-listed options should also feature below.

Table 6

#	Option Description	Advantages (Benefits)	Disadvantages (Disbenefits)	Does this option meet objectives and CSFs? (Y/N)
1.	Delivery of CWGLEF cultural programme focused on revenue spend	<p>Opportunity to deliver a multi-pronged programme for the whole of the West Midlands across several areas of most pressing sector need, aligned with and building on original Legacy objectives</p> <p>Likely to deliver a lasting legacy impact through its focus on cultural engagement, the skills pipeline, business support and international reputation</p>	Delivery model led by WMCA is untested at this scale, albeit we would expand our team resource to manage this	Y
2.	Delivery of CWGLEF cultural programme focused on capital spend	<p>Opportunity to deliver a small number of cultural or heritage infrastructure projects in specific locations within the West Midlands</p> <p>Likely to deliver some lasting legacy impact through physical infrastructure projects, albeit this will be geographically specific rather than pan-regional</p>	<p>Replicates the type of investment (capital) more frequently available for the West Midlands e.g. through ACE</p> <p>Misses the opportunity to focus on a programme to strengthen the sector itself and boost community engagement across the whole of the West Midlands</p> <p>Benefits would necessarily be geographically limited</p>	N
3.	CWGLEF cultural programme delivered by	Way of ensuring funding is managed by an organisation with experience in administering large cultural programmes	WMCA is the grant holder and would need to invest considerable resource in scoping the programme for a	N

	an external entity		<p>third party to administer anyway</p> <p>May lead to challenges from LAs if the opportunity for double devolution were lost</p> <p>Lost opportunity of having the programme driven by the pan-regional political and administrative governance of WMCA</p> <p>Lost opportunity of building WMCA's capacity and capability in this space</p>	
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2.2 SHORTLISTED OPTIONS

Describe how proposals for delivering the programme objectives (via projects) have been shortlisted. State the preferred way forward which will progress through to the development of future project business case stages.

Option 1 is the preferred option as it is most likely to achieve the objectives and critical success factors. It is also in line with the expectations of the WMCA Board, which approved an outline of the Culture and Heritage Pillar programme in line with Option 1.

In terms of direct economic impacts, Arts Council England¹ figures shows that every £1 invested in arts and culture, up to £6 is created in the local economy. No West Midlands specific data exists apart from West Midlands Cultural Sector Research² showing that the region has one of the biggest cultural sectors outside London and the total core economic footprint of the cultural sector in the WMCA area is equivalent to 22,700 jobs and £1.1 billion in GVA, or roughly 1.2% of the WMCA economy.

With Option 1, the £4.1m initial investment could thus create up to £24,600,000 in the local economy. It also has advantages over the other options in that:

- (i) It is designed to be pan-regional rather than limited to a few specific locations;
- (ii) With its focus on community engagement and strengthening the culture and heritage sectors overall, it is more likely to have a meaningful legacy impact;
- (iii) It provides the opportunity to build WMCA's capacity and capability in culture and heritage at the regional level, where this will support and add value to LA-led culture and heritage activities.

In terms of indirect multiplier effects, the West Midlands Cultural Sector Research³ shows that the cultural sector has a significant wider effect on the economy through supply chain

¹ Cebr (2020), Contribution of the arts and culture industry to the UK economy – A Cebr report for Arts Council England. Available at: <https://www.artscouncil.org.uk/research-and-data/contribution-art-and-culture-sector-uk-economy>

² WMCA, 2021. <https://www.wmca.org.uk/media/o5mfd0dj/economic-report-web.pdf>

³ WMCA, 2021. <https://www.wmca.org.uk/media/o5mfd0dj/economic-report-web.pdf>

purchasing. These generate a multiplier effect as the initial injection of expenditure makes its way down the supply chain, creating economic value and supporting employment at each stage. A significant amount of employment is typically, therefore, supported outside the cultural sector itself. The estimated employment and GVA multipliers for the cultural sector in the WMCA area are 1.51 and 1.59 respectively. In other words, for every direct job within the sector, a further 0.51 jobs are supported in other sectors in the WMCA area, and £0.59 in GVA is supported in other sectors for every £1 of direct GVA.

Figure 7.1 Indirect Multiplier Effects for the WMCA area's Cultural Sector



Source: Hatch input-output analysis

Whilst GVA is technically not recommended as a metric within business case environment, the lack of other cultural sector specific metrics means that this is the best possible indicator. The overall investment of £4.1m would therefore result in additional £2.3m in indirect GVA.

More generally, a public sector intervention in the cultural sector is justified as there is a market failure, where the market does not work efficiently to provide in supply or demand of a good or service. The cultural sector exhibits a number of characteristics of market failure including those relating to public goods, imperfect information, market power, and positive & negative externalities.

2.3 SOCIAL VALUE FINDINGS

Detail the calculation of Net Present Social Value (NPSV) and Net Present Social Cost (NPSC) for the shortlisted options. This should also include significant impacts that cannot be quantified or included in the NPSV calculation and indicate how the preferred way forward offers the greatest value for money.

The cultural and heritage sectors are almost unique in their penetration; children try things out, adults volunteer or take part, professionals gain employment and organisations regularly collaborate in and beyond the sector, including internationally.

This contributes to the market economy through jobs, skills, visitor spend and indirect spend. But it also creates volunteer value and placemaking that attracts other employers – and reduces demand on the public purse by helping communities be more resilient.

The corollary of this last effect is that culture also contributes to the social economy, especially wellbeing, relationships and 'agency'. And it can be part of the circular economy through role modelling good environmental and civic behaviour, and projects that lead to

behaviour change. As Birmingham is the worst city in the UK for air quality⁴ this can benefit local people as well as meeting a global imperative.

Socio-economic analyses around the UK have shown that cultural investments can create a direct return of 6 to 8^{5,6,7}, meaning the core deliverables of this business case amount to £3.7m having the potential to create £22m-£27m in return.

Birmingham already has a high rate of GVA, but it is not matched by hour; people are working hard not smart. The multiplier effect depends on the number of 'rounds' of spending in our supply chains, and our multiplier could well be high - work commissioned by ACE on place-based approaches found that Coventry was more inter-connected locally than comparators in Lancashire and Lincolnshire and London. Our 40 placements or apprenticeships, and hundreds of training opportunities, will ensure our contribution is good for people as well as the city, akin to the total GVA impact of £72K per new job achieved on the South Bank. It will include quality knock-on effects through supply chain (indirect) and workforce (induced) through explicit rules of engagement and appropriate procurement.

As we plan long term impact through futureproofing the sector, this impact could be re-created year on year.

Quite separate value comes from the wellbeing effects this programme would create; these benefits fall to the individual not the state. Getting a job typically increases life satisfaction by a value of £13K⁸ (see also ONS data), likely to be higher for the marginalised groups we plan to work with. The value of volunteering is also significant⁹ (see also What Works Wellbeing data 2020). And of course, visiting the arts and museums or participating in creative activities create wellbeing too, typically around £1K and £1.6K and £750 per person respectively¹⁰, (Happy Museum, DCMS). Reaching 30,000 residents through this investment will thus create significant wellbeing value, which even at £750 per person would amount to £22.5m.

Specific projects will then feedback into the market economy by savings to the public purse, for example social prescribing could bring savings of over £200 per head.¹¹

Social Return on Investment overall in culture has been shown to be as high as a return of 11 to 1¹². SROI analyses of Coventry's City of Culture projects showed four times the value was associated with projects involving the kind of creative commissioning we will do, co-creating with people who have been traditionally excluded (83% of the B2022 programme featured co-creation). In Coventry this was especially true in 'layered' approaches where a steering group, participants and audience came from the same marginalised group.¹³

Wider strategic effects multiply the value. Coventry also saw a policy influence on the city with an estimated value of £68k in improved homeless strategies. A comparison of SROIs in a Creative People and Places programme in Lincolnshire showed a ratio of audience to participant to organisational partner value of 1:16:55. Social analysis has shown repeatedly that value leaks when projects end, so our commitment to a strategic regional focus,

⁴ Centre for Cities, 2023 General statistics for Birmingham, See especially GVA, startups and air quality.

⁵ Fujiwara, D & MacKerron, G. 2014, Cultural activities, artforms and wellbeing. Arts Council England.

⁶ Fujiwara, D., 2015. The health and wellbeing benefits of public libraries. Arts Council England.

⁷ Hatch, 2021. Lambeth & Southwark BID - Engine of Recovery, Culture on the South Bank and Waterloo.

⁸ State of Life, 2021. Wellbys. The new gold standard.

⁹ Fujiwara, C, Oroyemi, P and McKinnon, E., 2013. Wellbeing and Civil Society. Estimating the value of volunteering using SWB data. Cabinet Office and DWP

¹⁰ Fujiwara, D. 2013. Museums and Happiness: the value of participating in museums and the arts. The Happy Museum.

¹¹ All Party Parliamentary Group on Arts, Health and Wellbeing, 2017. Creative Health: The Arts for Health and Wellbeing

¹² All Party Parliamentary Group on Arts, Health and Wellbeing, 2017. Creative Health: The Arts for Health and Wellbeing

¹³ MB Associates, 2023. (to be published), Draft - Coventry UK City of Culture 2021 Social Impact Report

placemaking and infrastructure, all go to create a futureproof sector. In turn this sector can be a social springboard, and a social safety net, for the most vulnerable in society.¹⁴

Finally we will create double or even triple wins through our creative commissions and place based interventions, by making the most of this complex ecosystem and innovating in social and environmental areas, creating social value many times that of the simple socio-economics.

As identified above and also through the West Midlands Cultural Sector Research project¹⁵, culture and heritage can deliver a number of social value benefits that go beyond the economic impacts generated by the sector. This research also acknowledges that whilst there is a significant and growing body of evidence on these benefits, some of which use quantitative/monetary measures, applying this evidence at an aggregate level of a region cannot be done in a robust manner. We will be using the framework developed for this work as the starting point to create a social value impact assessment. We will look to align this with the social value measurement proposed in the Inclusive Communities pillar of the CWGLEF. The framework will consider the different parts of the framework including:

- Health & wellbeing
- Skills development
- Widening access & participation
- Volunteering
- Enhancing the attractiveness and distinctiveness of place

The programme also adopts a co-created model, where further consultation is needed prior to be able to develop exact delivery targets. The programme will deliver social value benefits, but due to the need for consultation, further work is needed to appraise these in more detail. Some initial estimates are however presented below:

- Using the overall multiplier identified in chapter 2.2. by Arts Council England, the £4.1m initial investment could create up to £24,600,000 in the local economy. For comparison, the £12m CWG cultural programme had a direct economic impact of £100m and £87m GVA. Given that the programme cost of £4.1m is 34% of the cultural programme, this would comparatively produce an economic impact of £34m and GVA impact of £29.5m.
- Many of the programme elements include direct and indirect job outcomes, with an estimated £1.2m of the programme involving direct employment opportunities. Using the Hatch input-output analysis, this would result in £708,000 in the wider economy.
- It should be noted that COVID-19 has had a significant impact on the cultural sector, with around a third of employees taking up the Coronavirus Job Retention Scheme (CJRS) and the number of job postings down by 29% between 2019-21. The cultural sector workforce also has a much higher proportion of part-time workers and freelancers relative to other sectors of the economy. This investment will therefore help to address existing skills gaps and issues with retaining and attracting talent, as well as address issues faced by freelancers and part-time workers.
- A social return of investment between £4 - £11 per £1 invested has been identified for art on prescription¹⁶. The £22,000 initial investment planned for this programme is therefore likely to deliver a total social return of investment between £88,000 - £242,000.

¹⁴ MB Associates, 2023. (to be published), Draft - Coventry UK City of Culture 2021 Social Impact Report

¹⁵ WMCA, 2021. <https://www.wmca.org.uk/media/o5mfd0dj/economic-report-web.pdf>

¹⁶ All Party Parliamentary Group on Arts, Health and Wellbeing Inquiry Report, 2017

This does not separate between Y1/Y2 and would include some continued impact beyond the initial two-year delivery period.

- In addition, data shows that arts prescription projects shown to reduce GP consultation rates by 37%, reduce hospital admissions by 27%, a saving of £216 per patient. At an estimated 200 patients, for the pilot phase and initial trials, this would be a saving of £43,200.
- A number of Themes, Outcomes and Measures (TOMs) will be used including:
 - NT1 = No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract
 - NT3 = No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer)
 - NT4 = No. of full time equivalent local employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs)
 - NT6 = No. of full time equivalent disabled local employees (FTE) hired or retained on the contract
 - NT13 = Meaningful work placements that pay Minimum or National Living wage
 - NT15 = Provision of expert business advice to VCSEs and MSMEs
 - NT29 - No. of hours volunteering time provided to support local community projects
 - NT31 Carbon emissions are reduced (place-based programme)
 - NT50 = Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc
 - NT52 = Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc..

The programme is also likely to deliver a number of longer-term benefits that are more difficult to quantify. Some examples of relevant evidence are provided below:

- Children from low-income families who take part in arts activities are three times more likely to get a Higher Education degree, promoting higher skilled employment opportunities in later life¹⁷. This would relate particularly to the Creative Commissions under Objective 2 and place-based activities for Objective 3.
- Participation in arts and culture have been identified as having a positive impact on 'softer' outcomes, such as team working, problem solving, increased confidence, motivation and self-esteem, raised personal and career aspirations, improved attendance, emotional and social skills and management of personal relationships. These 'softer' outcomes are important building blocks for young people's progression, particularly in supporting young people's transition into the workplace¹⁸. These would be relevant particularly to the Creative Commissions under Objective 2 and place-based activities for Objective 3.
- Overall, participation in arts and culture has been shown to generate added value to wider society, with strong evidence showing that participation improving educational

¹⁷ Cultural Learning Alliance, Imagine Nation: The value of cultural learning report, 2017

¹⁸ National Evaluation of Youth Sector Development Fund, GHK Consulting, 2010

outcomes, supporting social inclusion, increasing a sense of community and citizenship and reducing crime¹⁹.

- Volunteering in heritage has been shown to improve wider quality of life, increase social connections particularly for adults aged 45 and above, support skills development, confidence building and personal growth.²⁰
- Heritage buildings (relevant to the place programme) are also identified to deliver value beyond purely economic metrics²¹, including:
 - Aesthetic value with aesthetic qualities appreciated by the society contributing to the value.
 - Spiritual value through providing people with a sense of connection with a place and/or faith or a belief.
 - Social value through informing people about the nature of society and contributing to community cohesion.
 - Historic value which is inherent to a heritage building and helps people to define their identity through connecting with the past to reveal the origins of the present.
 - Symbolic value through conveying cultural meaning and identity
 - Authenticity value with the ‘realness’ of the heritage building making it more valuable culturally.
 - Locational value where the cultural significance is linked to a physical or a geographical location, landscapes, districts or scenes for events of cultural importance, including agglomeration value.

It is to be noted that while some methodologies exist in estimating social value impacts of culture & heritage, there is currently no formally approved Green Book compliant sector specific guidance. DCMS is currently developing a new culture & heritage value framework which will include social value and other value considerations beyond a straightforward cost-benefit ratio analysis. This framework is however not yet available to use, but it is likely that this can adopted during the delivery period of this programme.

There also some existing research which will be used, for example, Historic England²² have produced set of value estimates for built heritage assets through Willingness to Pay (WTP) surveys. These values are available for pre-industrial high streets, industrial-era high streets, town halls and central libraries. These could be relevant particularly to the place-placed programme elements for town centres and feasibility studies. The values are listed below:

Pre-industrial historic high street	£7.80
Industrial-era historic high streets	£6.31
Historic Town Halls	£5.73
Historic Libraries	£7.67

¹⁹ The Value of Arts and Culture to People and Society, Arts Council England, 2014

²⁰ Historic England. (2020) Heritage and Society

²¹ Throsby, D. (2010). The Economics of Cultural Policy. Cambridge: Cambridge University Press.

²² Lawton, R., Fujiwara, D., Szydłowska, A., Lagarde, A., Radosevic, D., Arber, M., van Emmerik, I. (2021). Heritage and the value of place. London: Historic England.

The Coventry City of Culture evaluation includes aspects of social value calculations which could be adopted for this programme but again, further work is needed to evaluate these.

WMCA procurement team will be consulted separately prior to development of scope of works to ensure social value considerations are built in. Where thresholds are met, procurement processes will include social value assessments through the national social value portal. We will also consult the WMCA social economy team and consider WMCA social value strategies in the development of the impact assessment.

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

At PBC stage, the Commercial Case is not expected to be matured. However, the nature of work required to sound out the market and inform the procurement process of the future project business case submissions, should be identified.

3.1 OVERVIEW OF COMMERCIAL CASE IN SUPPORT OF PREFERRED OPTION

State the ability of the marketplace to provide the required goods or services and the attractiveness of this proposal to potential service providers. Also include detail on how the respective procurement and legal teams have been consulted with regards to the impact of subsidy control on the project' (including HR/IT personnel implications).

The programme will be delivered through:

- Direct WMCA delivery where this is likely to deliver the best outcomes and can be resourced through the CWG Legacy Fund allocation. This may include some elements for the activities to be procured to external providers. The most likely activities to be procured include:
 - Data analysis and evidence gathering for the development of the strategic frameworks for culture and heritage.
 - Social prescribing pilots
 - Data analysis and evidence gathering for the social prescribing plan
 - Parts of the skills & business development programme
 - The cultural conference delivery
- Locally devolved grants to Local Authorities with WMCA managing the process for devolved grants and M&E requirements.
- Although still to be confirmed, there is also a possibility for some delivery strands to be procured through WMCA to be delivered by external parties.

In terms of procurement, experience gained from previous delivery programme for culture & heritage gives us the confidence for the marketplace to be able to provide the required goods and services. The WMCA cultural team holds a list of sector specific providers and consultancy services and can access information about relevant service providers.

The WMCA cultural policy team has consulted procurement and agreed that specific options for procurement processes can be determined at a later stage on a case-by-case basis. The programme does not require significant procurement activity in terms of numbers of tenders, although the skills & business support programme could include some procurement over the £100k – £160k thresholds. Sufficient time will therefore need to be built into the programme

timeline to allow effective procurement processes and minimise negative impacts on resources.

In terms of HR arrangements, these will follow standard WMCA processes including development of Job Descriptions, CtE forms and a RAF process, in addition to other standard authorisation processes. The HR team is able to support recruitment of the new roles within its existing capacity and parameters. Recruitment of the delivery team has already begun and the team is expected to be in place by 31 July 2023. There is also a possibility for secondments to speed up the process – these could be from e.g. relevant Government Arm's Length Bodies.

It is not expected for the international part of the programme to have any implications relating to export credit, export credit guarantees or insurance programmes relating to subsidy rules or controls. Financial assistance or subsidy given to a single enterprise is not expected to exceed £100,000 within the two-year delivery period. All contractual agreements would need to consider subsidy rules in more detail, and this will be done on a case-by-case basis in collaboration with the WMCA legal and procurement teams and through the SAF process where required. A Subsidy Control assessment is carried out for any programme that awards funds one or more economic enterprise giving them an economic advantage All funding agreements for LA's would be signed off by Section 151 Officer.

3.2 OVERVIEW OF THE COMMERCIAL STRATEGY

References the organisations Commercial Strategy and how public value will be achieved through economics of scale.

We have developed a clear initial understanding of the services, outputs and milestones required for successful delivery of the programme. A separate operational plan will be developed for each delivery stream in partnership with internal and external stakeholders (e.g. LAs). To ensure best possible public value, WMCA will be leading on the design, build, funding and operational phases of the programme, especially at it is the allocated grant holder for this funding. This will include consultation with stakeholder to ensure there is not duplication between either other WMCA delivery (including other CWG Legacy workstreams), and to maximise opportunities with other initiatives such as UKSPF and the WMCA devolution deal partnership with ALBs.

Whilst some of the procurement routes will be determined at a later stage, there is a clear understanding of the overall procurement strategy and initial implementation timescales for potential projects. Supporting payment mechanisms particularly for the devolved grant funding will be developed in more detail as part of the operational plans. As part of this, we will also explore opportunities for economics of scale particularly through programme design. For example, a logic chain will be used to identify where the creative commission element of the programme could also link with the skills & business development part of the programme. This will provide opportunities to maximise public value derived from this investment.

We will work with WMCA legal departments and where required, external experts, to finalise any contractual issues which will also link with risk management, including approvals from WMCA's Section 151 Officer. Overall, the commercial strategy will regularly reviewed across the delivery process.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

Provide an overview of the proposed funding package to deliver the programme within the table below and include the remaining funding gap (if applicable).

All secured funding identified below should be verified by a written confirmation attached to this PBC with details of any conditions.

Table 7

	Status (Secured / Not Secured)	£M
Gross Costs	Not Secured	£4,100,000
Revenue	Not Secured	£4,100,000
Capital	n/a	Nil
Development Funding within the above (funding required to reach the next stage)	n/a	Nil
Total		£4,100,000

Table 8

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
DCMS	£4,100,000	100%	Not Secured	TBC – WMCA still negotiating
Total	£4,100,000	100%		

There is potential for some additional funding being secured through other relevant funding bodies but this is not confirmed at this point.

This business case will also align with existing funding allocations such as WMCA skills funding and link with the capital funding allocated through WMCA's 2023 devolution deal for digital, cultural and environmental projects. This funding is still subject to approval of a suitable business case and estimated to be in the region of £4-5m for capex.

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

A written summary of the overall affordability of the project and the funding that has been secured to date must be provided. Where there is a shortfall in available funding, provide details of how this will be addressed, and the level of contingency included.

Complete the table below to provide an overview of WMCA funding.

<i>Table 9</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
Funding Commencement Date	<i>01/04/2023</i>
Funding Completion Date	<i>31/03/2025</i>
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	The grant will need to be claimed quarterly in arrears from DCMS, requiring WMCA to cashflow this.
Any Conditions Precedent? <i>e.g., securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	TBC – grant conditions have not yet been provided. Any expenditure incurred in Q1 23/24 (estimated to be c.£80k) prior to approval from June Investment Board will need to be agreed and underwritten by WMCA’s S.151 Officer.
Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i>	
Work streams for which WMCA Funding is available to be drawn against <i>e.g., all / workstream 1, 3 and 4 etc.</i>	All workstreams/missions & development of the strategic framework.

4.3 BORROWING SUMMARY

Please state if any element of the programme costs is to be financed by borrowing.
No.

4.4 IMPACT ON ORGANISATIONAL FINANCES

The impact on the organisation’s balance sheet and income and expenditure account must be explained. This includes depreciation, impairment, and any contingent liabilities or capital changes.

WMCA anticipates notification of revenue grant funding from DCMS through Q1 23/24. However, this business case will not be formally approved until June 23 Investment Board, so any expenditure prior to this approval will need to be agreed and underwritten by WMCA's S.151 Officer.

This business case includes a financial risk of c.£80k relating to Q1 expenditure, associated with delivery of the strategic framework which will influence the overall programme so requires prioritisation; the Mayor has asked to be ready for the July Board. It also includes cultural feasibility which will inform our CWG delivery for place-based work, and will have a vital link to the DDD culture infrastructure fund capital works. Given the timeframe for getting capital projects implemented to minimise risks it is deemed necessary to get this prioritised in the first quarter to support future delivery.

4.5 STAKEHOLDER SUPPORT

Evidence of stakeholder support must be provided where other public sector organisations are funding the programme's outputs and services.

- WMCA Board approval 16 December 2022 for overall funding allocation.
- WMCA Board approval 17 March 2023 for programme design and spend.
- Consultation with WMCA Cultural Leadership Board on 24 February and 10 March 2023 with feedback incorporated into programme design.
- Consultation with WMCA Cultural Officers Group on 24 February 2023 with feedback incorporated into programme design.
- Consultation with Birmingham City Council CWG culture legacy development team to ensure alignment and to avoid duplication of interventions. Supportive of the approach as outlined in the business case.
- Consultation with Arts Council England on 16 February 2023 with written support for programme.
- Consultation with National Lottery Heritage Fund on 16 February 2023 with written support for programme.
- Consultation with British Council on 16 February 2023 with written support for programme.
- Consultation with Historic England on 15 February 2023 with written support for programme.
- Consultation with Architectural Heritage Fund on 24 February 2023 with written support for programme.
- Consultation with Cooperatives UK on 7 March 2023 with written support for programme and alignment with other plans for collaboration.
- Consultation with various WMCA directorates including, Skills, Economy, Inclusive Growth, Night-Time Economy and HPR between 10 February – 17 March 2023 to ensure synergies are potential for internal alignment is maximised.

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation i.e., include detail on:

- **Governance and decision-making arrangements**
- **Change management arrangements (inc. reference to WMCA Change Process)**
- **Benefits realisation arrangements and plans, including benefits register**
- **Contract management arrangements**
- **Post evaluation arrangements**

The Governance requirements as set out in WMCA's Single Assurance Framework (SAF), and in any grant conditions applied by DCMS, will be adhered to throughout the process. The WMCA Board, Mayor & Met Leaders Group and WMCA SLT have already approved the overall approach and will be further consulted as appropriate. WMCA Board will also approve the strategic frameworks for culture & heritage once they are completed. Engagement with the Economic Growth Board, Investment Board, Portfolio Holder and other relevant groups will also be planned as required. The delivery process will also be informed by advisory boards/groups such as the industry led WMCA Cultural Leadership Board and the WMCA Cultural Officers Group (LAs, WMGC). The operational plan will look at the points of engagement in more detail together with the anticipated timelines, together with the Stakeholder and Communications Strategy (Appendix 5).

The directorate comply with the requirements for SAF, with regular meetings to be scheduled with the assurance team to review the programme activity register and to ensure team members are completing and progressing projects or programmes through the necessary governance aligned to this, including SAF Appraisal Panel and Investment or Full Board.

The dedicated programme delivery team, working together with WMCA senior leadership, will monitor performance against contracts and change requests will be managed in line with WMCA SAF processes, as outlined on WMCA intranet: [WMCASAF Change Control Process v2.0](#)

The SRO of the programme is fully experienced in managing contracts for similar activity and carrying out progress reviews with providers to ensure delivery activity is on taking place as planned. As some team positions have not yet been recruited for, we are able to include specific skills requirements as part of the job descriptions for these positions, including specialist skills and experience in managing/delivering similar projects. Once in place, regular project meetings will be in place, together with specific performance KPI's linked to delivery. We are expecting for delivery roles to be in place by 31 July 2023 and some of these can also be secondments – e.g. trained grant officers from Arm's Length Bodies. The programme timelines have also been built with some flexibilities to allow for any unforeseen changes or challenges.

Consultation with finance, legal and procurement support has already taken place, including commissioning of external provision where required (see 5.5. – use of specialist advisors).

The next stage will include development of the operational plan and creating robust contracts, ensuring compliance with WMCA funding requirements with high levels of compliance, monitoring and reporting built in. We will also work with these teams to ensure some degree of flexibility is also built in to allow us to respond to external factors if required, and to maximise public value and alignment between programme strands.

Processes for performance and quality management are already in place through WMCA's existing internal processes.

A Theory of Change outlining key benefits from the programme has already been created and the programme team will develop a more detailed benefits register as part of the development of the overall M&E process. The team are experience in developing M&E monitoring and this will also be embedded into contractual arrangements with LA's (devolved grants) and delivery by external partners (procurement scopes for tendered work). Each delivery strand will also include a financial allocation for M&E, together with specific KPI' and detail on outputs, impacts and measures.

5.2 PROGRAMME SCHEDULE FOR DELIVERY

List key programme milestones below including project start and end. The information provided should align with the Programme Schedule attached with this PBC.

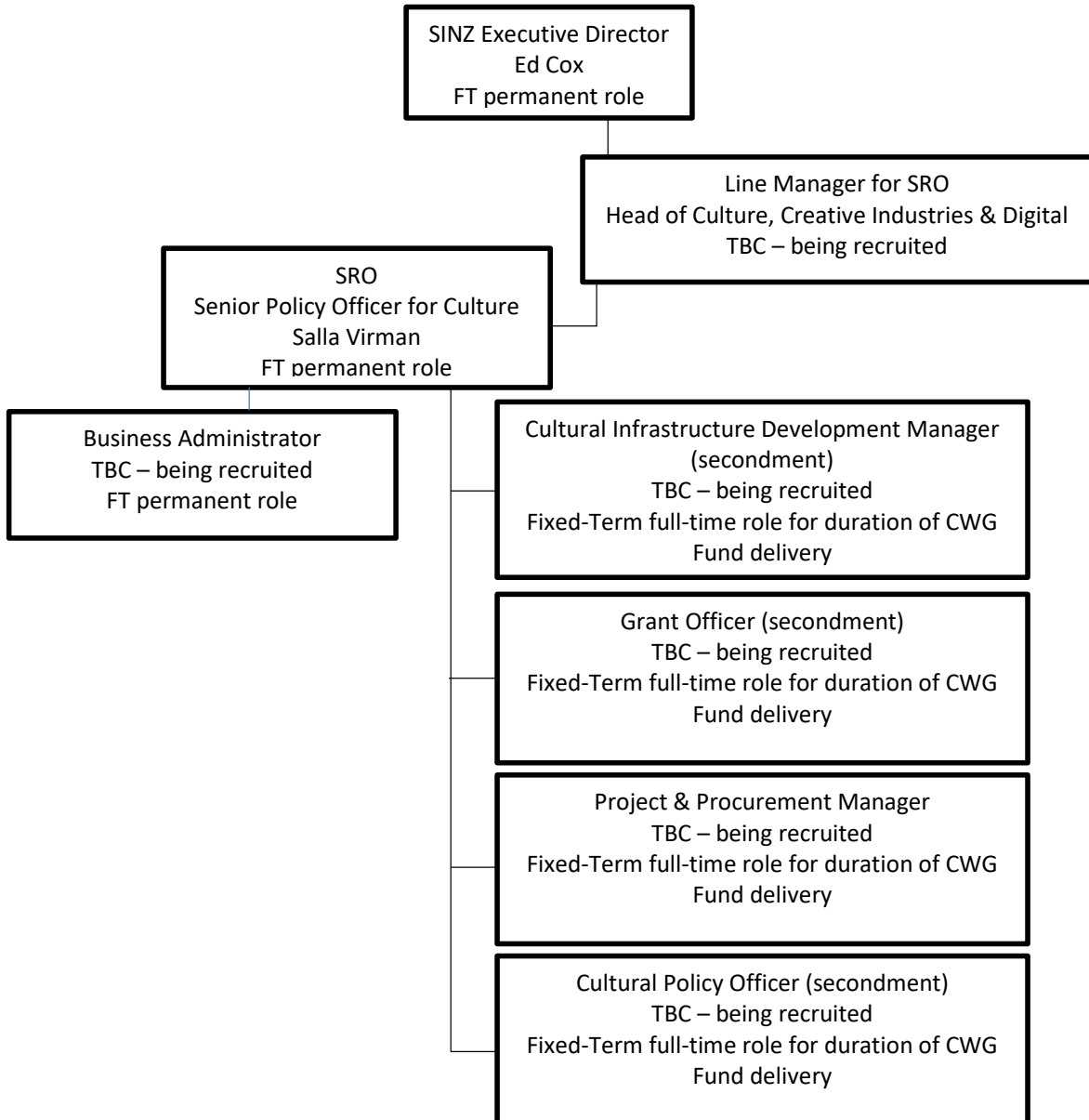
The key project milestones table below is a summary of those key milestones aligned to the Programme Schedule, which must be appended to this PBC. Include dates for future business case submissions (i.e., individual projects) and a longstop date by which all monies for this programme will be drawn

#	Milestone	Start Date	End Date
1.	Draft strategic framework for culture & heritage	1/4/2023	31/3/2024
2.	WMCA delivery team in place	1/4/2023	31/7/2023
3.	Delivery starts on creative commissions	1/10/2023	31/1/2025
4.	Delivery starts on cultural infrastructure & feasibility grants	1/11/2024	31/1/2025
5.	International exports programme starts	30/9/2023	31/1/2025
6.	Delivery of skills & business programmes start	1/10/2023	31/1/2025
7.	International cultural & heritage conference	April 2024	April 2024
9.	Key Programmes completed		28 February 2025
10.	Evaluation completed		7 March 2025
11.	All funding withdrawn		17 March 2025

5.3 PROGRAMME TEAM ORGANOGRAM

Insert a Programme Organogram which distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram

This structure is part of the wider SINZ organisational structure, please visit: [Visio-Strategy, Integration and Net Zero.vsd](https://www.wmca.org.uk/visio-strategy-integration-and-net-zero-vsd) ([wmca.org.uk](https://www.wmca.org.uk))



5.4 PROGRAMME DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R) , Accountable (A) , Consulted (C) and Informed (I).

Table 12

	SRO	Grant Officer	Infrastructure Officer	Policy Officer	Project & Procurement Manager	General Administrator
Development of strategic framework	A	I	C	R	I	I
Development of cultural infrastructure plan	A	I	R	C	C	I
Devolved LA grant delivery	A	R	C	C	C	I
Design of skills & business programme	A	C	I	R	C	I
Delivery of skills & business programme	A	C	C	C	R	I
Design of social prescribing work	A	I	I	R	C	I
Delivery of social prescribing work	A	I	I	C	R	I
Design of international activity	A	R	I	C	C	I
Delivery of international activity	A	R	I	C	C	I
Delivery of talent programme	A	C	I	C	R	I
Design & delivery of conference.	A	I	C	C	R	I
M&E design and delivery	A	C	C	C	R	I

5.5 USE OF SPECIALIST ADVISERS

Specify what support and SME advice is required from outside the project team. Include both resources inside your organisation (e.g., legal and finance) and those outside (e.g., technical consultants)

Advice from WMCA legal team on 20 February 2023 recommended an allowance to be made for additional consultancy support in relation to legal work due to capacity pressures within WMCA as well as specialist knowledge required, particularly for the international elements of the programme. A specific allocation of £5,239 has therefore been added to the programme budget.

The WMCA Cultural Leadership Board will also operate in their cultural sector advisory role throughout the programme delivery.

Further external advice may be required to develop the bespoke evaluation framework and some of the specific metrics (e.g. economic and social value calculations).

5.6 CHANGE AND CONTRACT MANAGEMENT ARRANGEMENTS

Explain how contracts and changes will be managed. The information provided should align with the Change Strategy attached with this PBC.

Contracts will be managed through the dedicated WMCA delivery team, in consultation with WMCA's legal, procurement, finance, HR and SAF teams. WMCA as an organisation already has substantial experience in managing delivery programmes of similar size. The more detailed operational plan for the programme will also consider aspects relating to contract management, together with managing relating risks and timelines. WMCA will hold all contracts, although as part of the double devolved grants, LA's may choose to do their own contractual arrangements but within the allowed framework. For the LA grants, a Programme and Project Delivery Schedule will be created to confirm project interventions, outputs and outcomes for each Local Authority in line with the programme plan. This will include a deliverables matrix and details of the investment breakdown.

Any change requests will be managed according to WMCA's SAF processes, as outlined on WMCA internal website: [WMCASAF Change Control Process v2.0](#).

Any changes would be managed in line with programme level tolerances providing some flexibilities, although at the same time ensuring effective overarching deliver against agreed outputs and outcomes. This would also include ensuring financial and other compliance.

Contracts and change management will also be monitored through regular delivery team updates and progress review meetings.

5.7 RISK AND ISSUE MANAGEMENT

State how risk is managed and confirm that the risk register is an integral part of programme management meetings. The information provided should align to both the Risk Management Strategy and Risk Register and Issue Log attached with this PBC.

State how risk is managed and confirm that the risk register is an integral part of programme management meetings. The information provided should align to both the Risk Management Strategy and Risk Register and Issue Log attached with this PBC.

Risks will be managed through a specific Risk Management Strategy together with a Risk Register and issue Log (see Appendices 2 & 4). The main responsibility for risk management will be with the SRO, although each delivery team member will need to have

an oversight of any risks relating to their delivery area. This will include risks relating to all parts of the programme management such as performance, compliance, financial management, service provision and changes in external/internal operating environment. The current risk register includes risks relating to:

- Government delays – linking to any potential issues relating to delays in receiving funds.
- Issues with recruitment of delivery team
- Inflation and budgeting risks
- Services risks
- Design issues in relation to delivery planning
- Competency based risks for delivery team
- Unexpected external factors
- Reputational risk

Risks will be regularly reviewed and updated as delivery design gets confirmed. Regular meetings and progress reviews will form a key part of the activities of the delivery team. These will include reviewing each risk and considering any new ones, as well as consider any mitigations that could be implemented in relation to live risks. Risks that are no longer relevant will be closed.

Risks relating to procured contracts and double devolved funds will be managed through contractual arrangements, templates and regular reporting requirements. Risk strategy will include clear routes for escalation as per WMCA's organisational processes as well as considerations for legal obligations. SINZ Directorate does currently not have a Directorate level risk register but there are plans to create one soon. Once this is done, the SRO would also be responsible for ensuring relevant risks get added to this register.

The delivery team recognises that effective risk management supports the achievement of wider aims, such as:

- Effective change management
- The efficient use of resources
- Better programme and project management
- Minimising waste and fraud
- Innovation

5.8 PROGRAMME ASSURANCE

Set out the arrangements for programme assurance, including the use of Cabinet Office Gateway Reviews. Other sources of assurance should be considered: technical, quality etc. Specify the probable timescales for undertaking project implementation and post evaluation reviews.

A project framework will be established around the team structure (see chapter 5.3) with reporting, governance and responsibilities allocated once the team is in place. This will include the establishment for a project board which will include the SRO, the key team members, as well as other stakeholders from WMCA procurement, legal and finance teams, as well as representative from the WMCA Cultural Leadership Board (CLB) and WMCA Cultural Officers Group. The project board would meet 6 times per year, with team meetings

with the core team taking place weekly. The SRO has experience in managing complex projects at this scale.

In addition, separate cross-partner programme meetings will be organised with relevant stakeholders (quality, finance, etc) such as CLB working groups, marketing & communications and WMGC (particularly international programme)

A Project Validation Review will also be implemented once the team is in place, estimated July 2023. The Project Board will essentially deliver Project Assessment Reviews (PARs) as part of their activity to ensure alignment particularly with the devolution deal partnerships and existing funding streams. This will include relevant stakeholders such as ALB's or WMCA teams (e.g. skills) being consulted as part of this process. The Project Board can also include elements of the Cabinet Office Gateway Review process at key decision points.

The recruitment of the team will also focus on getting people with the right level skills, including project management, assurance process and governance experience.

Any planned audits by the Government as the entity providing the funding are not yet known. There are no planned Directorate health checks planned by WMCA Programme Assurance and Appraisal Tea.

Post-evaluation will focus on the SMART objectives set for the overall programme, together with the measures outlined in the bespoke evaluation framework. These will be monitored through the weekly team meetings as well Project Board reviews. Parts of the evaluation may be delivered by an independent provider appointed through a tender process. A Project Implementation Review (PIR) and a Post Evaluation Review (PER) will be taken jointly.

5.9 CONTINGENCY ARRANGEMENTS

Set out the contingency plans in the event of any delays or disruptions to anticipated services.

Each delivery strand budget will include a 5% contingency element that is built into the programme and not expended until a point when the outcomes and outputs from the delivery strand are secured, with no need for mitigating steps identified. This will be monitored through the Programme Board and team meetings. Where more significant changes are identified due to e.g. unexpected external factors, this would trigger a change request approved by the Programme Board and then following the normal WMCA SAF processes: [WMCASAF Change Control Process v2.0](#)

Project timelines include contingencies to up to 6 weeks to mitigate against any service related risks or changes. Again, these will be monitored through the assurance processes and significant changes will be taken through the WMCA Change Control Process.

Overall, these factors will be monitored through the programme assurance and risk monitoring processes.

5.10 LESSONS LEARNT

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing Lessons Learnt during this programme.

Lessons learnt from previously completed relevant programmes have been considered through:

- Learning from the Cultural & Creative Social Enterprise grant programme (first grant programme for culture)
- Future Boards Accelerator pilot programme (cultural sector skills development)
- Development of the Black Country Cultural Investment Proposal (place-base programme)
- Delivery of WMCA Cultural Development Fund underspend grant (place-base programme)
- Delivery of Creative UK Redesigning Freelancing programme
- Seeking specialist cultural sector advice from Cultural Leadership Board
- Seeking specialist cultural sector advice from cultural infrastructure working group
- Seeking specialist cultural sector advice from skills working group
- Seeking specialist cultural sector advice from freelancer working group
- Seeking feedback from Local Authorities
- Informed by recommendations from West Midlands Cultural Sector Research (WMCA, 2021), CWG evaluation (2022) other research such as freelancer support mapping (WMCA, 2023) and WMCA commissioned consultation report by ARUP on cultural infrastructure (2023). The development has also been informed by a number of current policy and research at national and international level.

Lessons learnt during delivery will be captured through monitoring and programme team meetings, Project Board meetings or workshops, as well as evaluation for the whole programme. A separate Lessons Learnt log will be developed for the programme.

5.11 MONITORING AND EVALUATION

Set out a summary of the outline Monitoring Evaluation arrangements for the programme and milestones leading to Programme Evaluation.

Include detail on the following:

- **Do you have an initial idea how performance will be measured? – Indicator/metrics**
- **How does previous M&E learning inform the driving policy and or the project/programme?**
- **Do you have an initial estimate of budget & resources for M&E (note, this should align to the financial case)?**

The programme will be evaluated through a specially designed evaluation framework which will be using standardized economic and social value measures, together with culture sector specific measures (e.g. the West Midlands cultural engagement score).

This will align with the evaluation framework created for all the WMCA Programmes for the CWG Legacy Fund delivery.

For the Culture Pillar, evaluation will focus on the following outcomes:

OUTCOME	EXAMPLE MEASURES
Audiences which are more representative of the regions communities regularly attend and participate in cultural activities.	Engagement with the creative and place making programmes (number of people, demographic profile, location data, socio-

<p>Increased levels of understanding and respect among different groups and levels of participation in the community.</p>	<p>economic, number of volunteering opportunities, etc)</p>
<p>Increased feelings of civic pride in Birmingham and the West Midlands region.</p>	<p>As noted in e.g. the Levelling Up White Paper, survey-based measures are currently not developed enough to deliver robust results, and there are no other formal methods to measure pride in place.</p> <p>A proxy method will therefore need to be created linked specifically for the place-based programme elements, likely to be some type of community survey. It should however be noted that there is currently no comparative data available for pride of place.</p> <p>This can be combined with quantitative methods such as footfall estimates.</p>
<p>Diversity, capacity/skills of cultural sector workforce</p>	<p>Number of people benefiting from skills and business programmes</p> <p>Diversity of people benefiting from skills and business programmes.</p> <p>Number of programmes, training sessions and opportunities delivered</p> <p>Number of people securing new opportunities as result of the programme</p> <p>TOMs examples:</p> <ul style="list-style-type: none"> • NT7 RE8 FM13/Employability support for people over 24 • RE57/Gender balance in the workforce • RE58 RE58/Ethnic diversity in the workforce • FM16 FM16/Continuous Professional Development • NT9 RE11 FM17/Training opportunities
<p>Social Value / Inclusive Growth Framework / Carbon Reduction</p>	<p>Range of TOMs such as:</p> <ul style="list-style-type: none"> • NT29 RE33 FM56/ Volunteering for local community projects • NT18 RE22 FM29/Local supply chain spend <p>Number of feasibility studies for cultural or heritage assets resulting in carbon reduction.</p>

Given the West Midlands Cultural Sector Research Project, we already have good baseline data on our cultural sector, specifically around cultural engagement with publicly funded arts & culture, cultural infrastructure, as well as wider data (e.g. employment, GVA, cultural tourism).

The evaluation of the B2022 Festival together with the related data sets will also give us further data particularly around cultural engagement, sector development and design of

interventions to ensure we align with these. Comparative detail from the Coventry City of Culture evaluation will also inform the evaluation.

The evaluation framework will be embedded into delivery, procurement and grant contracts as applicable and will be conditions for any devolved funding.

The above will be developed into a coherent evaluation framework which will consider both qualitative and quantitative metrics and approaches.

The evaluation approach will be informed by lessons learnt from previous programmes and current research as outlined in Chapter 5.10.

We have already had conversations with DCMS on the cultural and heritage value framework aligned with the Treasury Green Book, as we are keen to replicate the positive benefits and cost savings resulting from a similar approach with, for example, the Natural Capital valuation approach. Provided that this framework is available within the grant delivery period, this could be trialled this as part of our work around cultural and heritage infrastructure.

The social, cultural and economic value delivered by arts and cultural sector activities will also enable us to increase levels of regional social capital. The cultural infrastructure interventions will deliver both use value and non-use value, including public-good benefits in the longer term. We will explore opportunities to collaborate with relevant bodies, such as Nesta Policy Evidence Centre and the Centre for Cultural Value to ensure we can demonstrate these impacts. As outlined in Chapter 2.3., a separate social value impact assessment will be developed and this will also inform evaluation of the programme.

A robust process will be created for monitoring the activity, particularly around grants. Specific monitoring & evaluation return forms will be created for double devolved grants. The WMCA Cultural team has extensive experience in running grant programmes and monitoring delivery of complex programmes.

A budget of £60,000 is specifically set aside towards evaluation, with individual programme strand budgets also including contingencies for additional evaluation activity.

MANDATORY APPENDICES REQUIRED FOR THIS PBC

The following documents must be appended to this PBC:

APPENDIX	PROVIDED (Y/N)
1. Benefits Realisation Plan and Benefits Register (Theory of Change)	Y
2. Risk Management Strategy	Y
3. Risk Register and Issue Log	Y
4. Stakeholder and Communications Strategy	Y
5. Programme Schedule	Y
6. Change Management Strategy	Y
7. If Investment Programme, Project Delivery Plan on a Page (POAP)	N
If CRSTS, DfT Additional Appendix	N
Confirmed funding details	N

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Investment Board

Date	19 June 2023
Report title	Birmingham Athletics European Championships 2026 – Full Business Case
Portfolio Lead	Ed Cox
Accountable Chief Executive	Laura Shoaf
Accountable Employee	Jonathan Skinner
Report has been considered by	Investment Panel – 22 May 2023

Recommendation(s) for action or decision:*

The WMCA Investment Board is recommended to:

- (1) Reaffirm the WMCA's March Board approval of £13.7m grant to support the delivery of the Athletics European Championship 2026, as detailed in Birmingham City Council's Full Business Case.
- (2) Delegate terms of agreement and management / evaluation framework to the Executive Director of Economic Delivery, Skills and Communities in consultation with the WMCA Monitoring Officer and, S151 Officer to finalise with Birmingham City Council officers

Statements of support:

DCMS

DCMS have worked closely with the West Midlands Combined Authority and Birmingham City Council to ensure the underspend from the Commonwealth Games helps more people engage with sport and culture in the region alongside driving further economic growth through the delivery of future major events in the region, specifically including the Athletics European Championships 2026 (AECH26).

DCMS acknowledge due to the cost profile of major event delivery that significant investment for the AECH26 will fall outside of the legacy spend window. As a result, while maintaining the CA's SAF process and alignment to the grant agreement, DCMS endorse the principle of the resource swap (noting this will be a part of the WMCA's sign-off of the FBC) and support the AECH26 forming part of the portfolio of programmes due to the clear outcomes aligned to Games legacy ambitions.

WMCA SRO

An accepted core element of the Games underspend is to support the region's ambition to host future major events. In securing the Athletics European Championship in 2026, Birmingham City Council as the host city and project lead has developed a detailed FBC with all the information presently available, incorporating knowledge gained from hosting the Commonwealth Games where applicable. Due to a significant portion of the spend associated with the European Athletics Championships occurring outside of the delivery window for the Commonwealth Games Legacy Enhancement Fund, DCMS and BCC have initiated a resource swap against complementary activity. This is fully documented in the FBC and is reflected in the statement of support from DCMS which mitigates risk to the WMCA.

The AECH26 FBC importantly articulates how the investment will be utilised, alongside specifying the detailed outcomes and benefits of the Championship. Given the date of the event, it similarly has been agreed with DCMS that reporting and evaluation can be carried out after the spend envelope. Therefore, it is recommended that the FBC is approved by the Investment Board noting the special arrangement with DCMS and the management controls, led by BCC.

1. Purpose*

Major events present a powerful opportunity to deliver significant benefits to West Midlands communities building on the recognised success of the recent Commonwealth Games. The delivery of the Athletics European Championship 2026 (AECH26) aligns with regional strategies (West Midlands Plan for Growth, Regional Major Sporting Event Delivery Plan) cementing a core ambition for the West Midlands to be recognised as a preeminent destination for sporting, cultural and business events.

The Governments investment of the underspend from the Games budget was set out to enhance and realise legacy ambitions of Birmingham 2022, to help more people from across the region to engage with sport and culture. The AECH26 will represent the first time it has ever been held in the UK and become a further flagship event for the region helping open the door for future opportunities and events to be hosted across the West Midlands.

2. Background*

The WMCA Board in March 2023 agreed with the portfolio of programmes presented for the Games underspend including £13.7m to support the delivery of the AECH26. £10.7m is to be allocated from the Economy, Trade & Tourism pillar aligning to the Plan for Growth, and £3m from the Inclusive Communities pillar, to encourage residents to participate in sports and physical activity. The funding will directly enhance the legacy of the Games by boosting the region's reputation as a world-class host for major events, increase people's access to sport and culture, and by driving inward investment and tourism.

Birmingham City Council (BCC) has aligned its wider legacy strategy with local (Birmingham City Council Corporate Plan and Major Sporting Events Strategy), regional (WMCA Aims & Objectives), and national (Sport England – Uniting the Movement, UK Sport Strategic Plan) policy. By instigating a coordinated approach to the delivery of legacy initiatives it assures direct alignment to Games legacy objectives which are to:

1. Bring people together
2. Improve health and wellbeing
3. Put us on the global stage
4. Help the region to grow and succeed
5. Be a catalyst for change

The impacts of hosting the AECH26 and the complementary boosting of grass roots sports investment will deliver positive social, economic and environmental outputs for local citizens, its businesses, and the wider economy. Regional economic benefits will be realised through a combination of increased tourism spend, direct and indirect GVA effects as well as wider societal benefits to regional residents. Direct employment and wider legacy benefits will result through the redevelopment of the Alexander Stadium and organisation of the event as well as increased employment in the tourism sector both in the short term during the event and in the longer term as the reputation of the region is developed further both nationally and internationally. As evidenced from Birmingham 2022 and the recent DCMS Interim Evaluation Report, the AECH26 will stimulate investment in business (suppliers and services to the event industry), enhance skills of local people and provide employment opportunities to local residents.

It is proven that international events like the Commonwealth Games and the AECH26 engage and inspire individuals and communities, encouraging participation in sport and physical activity. Nearly half of all spectators to Birmingham 2022 suggested they would increase their activity levels as a result of the Games, rising to 71% for those under 25yrs. To critically help sustain this output BCC is funding (£5m) a complementary targeted grass roots sports programme enabling people to engage in regular activity and help remove several barriers to participation. Grassroots sport plays a significant role in the lives of local residents across Birmingham and the region. Often delivered through schools, local clubs and community schemes, grassroots sports provides the opportunity to similarly realise significant economic and social benefits.

3. Strategic Aims and Objectives

The delivery of the AECH26 and its objectives are closely aligned with several regional, national and local policies, these are summarised below.

Regional Policy

WMCA Aims and Objectives¹

In line with Objective 1.4 of Aim 1 which looks to ‘promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs’, the AECH26 will work with local authorities to support the role of culture and sport to help make the region a good place to live, work, visit and invest.

¹ <https://www.wmca.org.uk/media/uwpjllhrz/wmca-aims-objectives.pdf>

By supporting the release of benefits from the event, the grass roots programme will help take sport to a cross section of communities.

BCC will continue to work with WMCA to test the alignment and support the spending objectives of the proposal in this business case with WMCA's Inclusive Growth Decision Making Tool.

Major Sporting Event Delivery Plan 2022-2027 – The West Midlands²

This event will help contribute to the targets set out to 'secure a minimum of 8 major events between 2022-2027' and elevate and enhance the status of the West Midlands, nationally and globally, as a host of great sporting events.

The AECH26 will also contribute to the strategic priorities of collaboration (with regional partners, venues and host authorities), innovation and inclusion to engage, inspire and include new, younger, more diverse audiences.

National Policy

Sport England – Towards an Active Nation (2016-2021)³

The strategy seeks to tackle inactivity and existing barriers to becoming active, particularly across groups who are currently under-represented in sport. The delivery of AECH26 will align with this strategy by:

- Allowing more people from different backgrounds regularly and meaningfully engage in sport and physical activity
- Supporting those who currently lead inactive lifestyles become more active
- Help build more resilient habits
- Encourage more positive attitudes towards sports among young people
- Support a diverse range of volunteers
- Help improve the progression and inclusion within talent development

UK Sport Strategic Plan (2021 – 2031)⁴

The 2026 AECH26 will deliver to the following ambitions set out by UK Sport:

Ambition 1: Keep winning and win well through providing sports talents with the opportunity to be the best they can be.

Ambition 2: Grow a thriving sporting system

Ambition 3: Inspire positive change through helping to increase connectivity and pride across the community.

Local Policy

Birmingham City Council Plan (2018 – 2022)⁵

This project will be entirely consistent with the following Council Plan objectives:

² [3119 Major Sporting Events Strategy R1 V6\(1\).pdf \(meetbirmingham.com\)](#)

³ [sport-england-towards-an-active-nation.pdf \(sportengland-production-files.s3.eu-west-2.amazonaws.com\)](#)

⁴ [Strategic Plan 2021-31 | UK Sport](#)

⁵ https://www.birmingham.gov.uk/downloads/file/10257/birmingham_city_council_plan_2018-2022

Outcome 4 Priority 8 – Enhancing Birmingham’s status as a city of culture, sports and events by increasing the number of sporting and major events at our landmark venues.

Outcome 5, Priority 2 – Enhancing citizens of all abilities and ages to engage in physical activity. The European Outdoor Athletics Championships has a track record of promoting health and fitness to communities with participation levels increasing because of the event.

Outcome 5, Priority 3 – Using the Games as a catalyst to develop and promote apprenticeships, volunteering and leadership opportunities to enhance the skills of our workforce and communities. We will use the European Outdoor Athletics Championships to create jobs to engage with and utilise the volunteer community created by the Games.

Birmingham Commonwealth Games Legacy Plan, 2021⁶

The mission from the Birmingham 2022 Commonwealth Games was to catalyse and help achieve the aspiration of a fair and thriving city for all. The Games helped strengthen connections between communities, and advance ambitions for people to live healthier lives and to create a more active city. The redeveloped Alexander Stadium will offer a world class venue from grassroots sports to future elite athletes, aligning to the Streets to Stadium programme as part of the Council’s AECH26 bid commitments.

Central to the ‘Thriving City’ agenda is to “boost investment, creating thousands of jobs and become a world-leader in hosting international events”, like the AECH26.

To maximise benefits from hosting the Birmingham 2022 Commonwealth Games the Legacy Plan presents a programme seeking to promote the benefits of physical activity, community sport and improved wellbeing.

In line with the Plan, the AECH26 will help improve the capacity amongst the community to help people live healthier, more fulfilled lives. It aims to improve people’s habits and offer targeted opportunities to increase activity across underrepresented groups to deliver mental health and wellbeing benefits.

Also, as outlined within the Legacy Plan, Sports England will be working with grassroots organisations, local sports clubs and partners to support more active lifestyles. These aims and visions all align with the successful delivery of the AECH26 and associated Grass Root programme.

4. Financial Implications*

Please see Appendix for Financial details

The majority of the costs associated with the AECH26 will be incurred in 2025 and 2026, whereas the WMCA funding is constrained to only be available until 31 March

⁶ <https://resources.cwg-qbr.pulselive.com/qbr-commonwealth-games/document/2022/02/11/9592fb24-e996-498a-87e5-34c55ada0676/Legacy-Plan.pdf>

2025. Therefore, WMCA funding will be utilised as the first call to finance expenditure up to this date, including complementary activity sitting alongside the AECH26 will include,

- a grassroots sports programme of around £5m of which at least £3m will be spent by 31 March 2025
- the completion of the post-Commonwealth Games investment programme for the Alexander Stadium (the venue for the championships), at a further total investment value in excess of £20m.

There was a meeting between WMCA, BCC and DCMS to agree the funding switch principle and ensure that grant terms and conditions reflect this including reference to capital spend.

In line with Local Government Finance Regulations and the associated CIPFA Code / guidance revenue funding such as the CWG legacy funding is able to be utilised to fund capital expenditure. The Council expects the resources freed up from the Stadium project as a result of the use of the CWG legacy funding to be either revenue in nature, or sufficiently flexible capital funding that it will be possible to “swap” for revenue funding across the Council’s overall capital programme.

Funding will be provided to BCC under a back-to-back grant agreement that will mirror the terms and conditions within WMCA’s accountable body agreement from DCMS, which will include payment quarterly in arrears. Ensuring all risk are transferred to the delivery partners.

5. Legal Implications*

Providing funding towards the AECH26 is within the economic development and regeneration functions conferred on WMCA by the West Midlands Combined Authority Order 2016.

The AECH26 will be delivered by Birmingham City Council as the Host City and its principal partners UK Athletics (UKA) and UK Sport (UKS). Within the BCC City Operations Directorate sits the Major Events Delivery Team which will lead the delivery of the event in the initial stages, on behalf of the BCC CEO as SRO for the AECH26. As the SRO, this role will address and ensure adherence to conditions set out in the contract and any funding agreements and with specific attention to ensuring overall delivery to the contractual obligations, to the required level of quality, whilst ensuring that the event is delivered on time and to budget.

Support i.e. legal, finance etc will be primarily delivered in house with external resource brought in where appropriate reporting to the internal service. A similar model was used in the Games where specialist expertise was contracted in.

Delivery will draw on various partners supported by externally sourced PCR compliant specialist advice if required. Throughout the lifespan of the programme BCC will work closely with Championship delivery partners and gain necessary legal input to ensure contractual commitments are met.

The route to market for any contracts will be compliant to the Public Contracts Regulations 2015 (PCR15) with any legal and constitutional governance obligations, aligning with the ultimate delivery structure chosen for the championships.

All payments to external partners / contractors will be made in accordance with the terms of any contracts entered into, whether by the Council or by the chosen delivery vehicle (assuming this is a separate legal entity capable of contracting in its own

right). It is anticipated that any payment terms agreed will be consistent with the established BCC payment policy.

BCC will be responsible for ensuring that all expenditure is in compliance with all relevant legislation.

6. Single Assurance Framework Implications

WMCA SAF – This Full Business Case (FBC) has been appraised by the PAA team and is SAF compliant. Based on review by appraisal this case is recommended for approval. Please refer to the Risk and Investment Report for the full recommendation and caveats.

BCC are seeking a grant of £13.7m from the Birmingham Commonwealth Games underspend fund aligned to its AECH 2026 FBC.

Funding commencement date: Immediate on approval

Funding Completion date: 31/03/2025

7. Equalities Implications

It is central to Birmingham City Council (BCC) legacy objectives that the AECH26 and complementary Grass Root Sports programme help address inequalities in health and inactivity across the city and region aligning with local, regional, and national strategic objectives (detailed in section 3) and further identified as part of a Health and Equity Impact / IG Assessment.

This in part will be achieved through the delivery of a targeted Grass Roots Sports Programme/Fund to deliver longer-term positive impacts and step changes in levels of physical activity across communities with the highest need and deprivation indicators. Similarly, funds will help create accessible opportunities by reducing known barriers to sport (including cost and access to equipment), alongside promoting inclusivity and diversity by pro-active engagement and involvement from under-represented groups and individuals applying learns and successes from recent programmes including the Commonwealth Games Community Fund. Investments will be informed by data and local insights to strategically identify targeted areas of the city and audiences to ensure the inclusion of those communities where physical activity levels are known to be lower than the local average.

BCC recognise the importance of connecting local communities, groups and clubs in to their local 'system' and existing networks to support the co-creation of interventions and enhanced opportunities for local people. With a wide range of organisations and groups such as the Council, universities, schools and sports clubs, partners will work together to provide access to sport and increase the opportunities for participation. In turn, this will also promote more physical activity and active travel habits throughout the community supporting better local environments, improved air quality and the regions strive towards achieving its goal of net zero.

The AECH26 will also improve strategic collaboration among regional / national (e.g. UK Sport, National Governing Bodies), venues and host authorities to increase innovation and inspire new, younger, more diverse audiences. The AECH26 will similarly enhance the profile and status as a region for sport and culture, further our collective identity and promote the West Midlands and Birmingham nationally and internationally as a welcoming diverse, youthful, and inclusive place.

8. Inclusive Growth Implications

In line with Objective 1.4 of Aim 1 which looks to 'promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs', the AECH26 will work with local authorities to support the role of culture and sport to help make the region a good place to live, work, visit and invest.

By supporting the release of benefits from the event, the grass roots programme will help take sport to a cross section of communities.

The Athletics European Championship 2026 (AECH26) and associated Grassroots sports programme will continue to build upon the progress to date by delivering new opportunities to help Birmingham City Council (BCC) and the region achieve its noted ambitions of driving a healthier, more active city and connected region.

Through bolstering the available opportunities between communities, sports and more active lifestyles such as those of the Grass Roots Sports Programme, BCC seeks to deliver **inclusive growth for all**. This is evidenced through the strategic aims and ambitions detailed both for the AECH26 and Grass Roots Sports Fund which seeks to incorporate learnings from other programmes (including the Games Community Fund) to ensure the right communities are targeted in the right way.

The impacts of hosting a major sporting event and the complementary boosting of grass roots sports participation will deliver significant regional economic benefits through a combination of increased tourism spend, direct and indirect GVA effects.

Direct employment will result through the redevelopment of the Alexander Stadium and organisation of the event, itself. Moreover, hosting the event will attract new visitors, which in turn will increase the city's visitor economy and generate income within the leisure, culture, tourism, and hospitality sectors. As evidenced from Birmingham 2022 and the recent DCMS Interim Evaluation Report⁷ the AECH26 can stimulate investment in business providing supplies and services to the event industry, enhance skills of local people, provide employment opportunities to residents, and importantly continue to enhance the global reputation and associated investment for Birmingham and the wider region.

After the success of the Birmingham 2022 Commonwealth Games, the opportunity now exists to deliver on the region's major events ambitions, creating a golden decade of events with the AECH26 as the next centrepiece for the City and West Midlands. The AECH26 will build on the foundations established from Birmingham 2022 to generate a stronger sense of regional civic pride to promote the West Midlands and Birmingham as a vibrant place to live, work, and play.

It will enhance the profile and status as a region for sport and culture, enhance our collective identity and promote the West Midlands and Birmingham nationally and internationally as a welcoming diverse, youthful, and inclusive place. The increase in tourism during the event will also help bolster the reputation of the region.

7

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/100000/Interim_Evaluation_Report.pdf

9. Geographical Area of Report's Implications

Birmingham and wider West Midlands region

10. Other Implications

Governance for the delivery of the AECH26 will continue to develop as the programme matures and moves through its 3 main stages (Planning, Delivery and Operation) but will retain alignment to the Council's existing processes and procedures which are underpinned by the Council's Constitution.

The management procedures and governance arrangements of the AECH26 will be firmly established by BCC and its partners during the planning stage and then subsequently reviewed at each stage of the AECH26 Programme so that they remain robust, flexible and provide the necessary levels of assurance.

Recognising the delivery date of the AECH, BCC's FBC encapsulates all known applicable information at the time of submission, including knowledge transfer and learns from hosting the Commonwealth Games. BCC are fully supportive to a mutually agreed reporting framework to provide further information, alongside monitoring and performance evaluation update reports.

11. Schedule of Background Papers

Appendix A to Investment Board Summary Report
Birmingham City Council AECH26 Full Business Case
Birmingham City Council AECH26 accompanying appendices No.1-13 in support of FBC
WMCA March Board paper & approval

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Full Business Case

Single Assurance Framework

BANKSMAN



West Midlands
Combined Authority

The purpose of the **Full Business Case (FBC)** is to:

Select the most economically advantageous tender (MEAT) and to put in place the management arrangements for the successful delivery of the project's outputs and activities.

In addition, the FBC records:

- contractual arrangements,
- confirms affordability and
- puts in place the agreed management arrangements for the delivery, monitoring and post-evaluation of the project.

It is a requirement that all FBC's submitted to the West Midlands Combined Authority (WMCA) for public funds must:

- Confirm the preferred way forward as identified in the Outline Business Case (OBC) and provide the detailed plans associated
- Set out the agreed deal, affordability, supporting procurement strategy and management arrangements for successful roll out of the project. Key contractual clauses and payment mechanisms should be demonstrated within the Commercial Case
- Complete the Economic Case according to the Green Book
- Contain a detailed analysis of affordability and funding gaps within the Financial Case
- Outline the project management plan and methodology within the Management Case.

To support better spending, investment decisions and better procurement, this Full Business Case should be written using WMCA guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROJECT DETAIL	
Project Name:	Birmingham Athletics European Championships 2026
Directorate (if WMCA internal):	N/A
Organisation (if WMCA external):	Birmingham City Council
GOVERNANCE	
If external to WMCA, when was this project approved by your internal governance?	28 th June 2022 Cabinet Meeting
STAKEHOLDER INVOLVEMENT	
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:	
Senior Responsible Owner (SRO):	Julie Nugent
WMCA Executive Director:	Laura Shoaf
Finance Lead:	Phil Cole
Legal Representative:	Debbie Dimock
Procurement Lead:	Dafydd Church
Other (i.e. HR / Health & Safety):	Ed Cox, Jonathan Skinner, Kate Taylor, Joti Sharma, Inclusive Growth Team - Si Chun Lam,

		Anna Humphreys	
VERSION CONTROL			
Version:	1.3	Date:	10/05/23
FBC Prepared by:	Andy Newman	Job Title:	Director of Legacy

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES (MAX 500 WORDS):

- A BRIEF PROJECT DESCRIPTION AND WHY IT IS NECESSARY
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

Major events present a powerful opportunity to deliver significant benefits to West Midland communities. The delivery of the Athletics European Championship 2026 (AECH26) aligns with regional strategies (West Midlands Plan for Growth¹, Regional Major Sporting Event Delivery Plan²) cementing a core ambition for the region to be recognised as a preeminent destination for sporting, cultural and business events. The AECH26 will represent the first time it has ever been held in the UK and become a further flagship event for the region helping open the door for future opportunities and events to be hosted across the West Midlands.

Birmingham City Council (BCC) has similarly aligned its wider legacy strategy with local (Birmingham City Council Corporate Plan³⁴ and Major Sporting Events Strategy⁵), regional (WMCA Aims & Objectives⁶), and national (Sport England – Uniting the Movement⁷, UK Sport Strategic Plan⁸) policy. By instigating a coordinated approach to the delivery of legacy initiatives it assures direct alignment to Games legacy objectives which are to:

1. Bring people together
2. Improve health and wellbeing
3. Put us on the global stage
4. Help the region to grow and succeed
5. Be a catalyst for change

¹ [plan-for-growth.pdf \(wmca.org.uk\)](#)

² [major-sporting-event-delivery-plan.pdf \(meetbirmingham.com\)](#)

³ [Corporate plan 2022 to 2026 | Birmingham City Council](#)

⁴ https://www.birmingham.gov.uk/info/20054/planning_strategies_and_policies/78/birmingham_development_plan

⁵ https://birmingham.cmis.uk.com/Birmingham/Birmingham_Major_Sporting_Events_Strategy

⁶ <https://governance.wmca.org.uk/documents/s6153/Appendix.pdf>

⁷ [Uniting the Movement | Sport England](#)

⁸ [Strategic Plan 2021-31 | UK Sport](#)

The impacts of hosting the AECH26 and the complementary boosting of grass roots sports investment will deliver positive social, economic and environmental outputs for local citizens, its businesses, and the wider economy. Regional economic benefits will be realised through a combination of increased tourism spend, direct and indirect GVA effects as well as wider societal benefits to regional residents. Direct employment and wider legacy benefits will result through the redevelopment of the Alexander Stadium and organisation of the event as well as increased employment in the tourism sector both in the short term during the event and in the longer term as the reputation of the region is developed further both nationally and internationally. As evidenced from Birmingham 2022 and the recent DCMS Interim Evaluation Report, the AECH26 will stimulate investment in business (suppliers and services to the event industry), enhance skills of local people and provide employment opportunities to local residents.

It is proven that international events like the Commonwealth Games and the AECH26 engage and inspire individuals and communities, encouraging participation in sport and physical activity. Nearly half of all spectators to Birmingham 2022 suggested they would increase their activity levels as a result of the Games, rising to 71% for those under 25yrs. To critically help sustain this output BCC is funding (£5m) a complementary targeted grass roots sports programme enabling people to engage in regular activity and help remove several barriers to participation. Grassroots sport plays a significant role in the lives of local residents across Birmingham and the region. Often delivered through schools, local clubs and community schemes, grassroots sports provides the opportunity to similarly realise significant economic and social benefits including:

- Improved Health and Wellbeing: Promoting physical activity to help combat obesity, diabetes, heart disease and other health problems. encouraging people to stay active and contributing to better health and well-being in the community.
- Social Cohesion: Bringing people together from different backgrounds, leading to greater community involvement and a stronger sense of community spirit.
- Economic Benefits: Hosting sports events and tournaments benefits the local economy from increased trade, tourism and employment opportunities through grass roots sports facilities
- Community Development: Providing opportunities to engage people to work towards shared goals, fostering a sense of community pride and ownership.
- Crime Reduction: Providing positive activities for young people and helping to build stronger relationships between the police and the community.

Complementing HMT's Green Book position to utilise a proportionate approach to option appraisal, to inform effective decision making⁹, we have provided all available information (where it currently exists) and shared further clarity in response to the Assurance Observation Report findings. As openly shared with WMCA colleagues, with the delivery of the Championships not until summer 2026 there are levels of information that do not currently exist, nor importantly will exist until after the spend period (March 2025) for this

⁹ HMT Green Book (2022) Section 3.4 Options appraisal in government states:

"The Green Book methodology set out in this guidance should be applied proportionately to support effective decision making across government."



funding resource. We are fully supportive of providing additional products and information as part of an agreed ongoing reporting framework to enable effective ongoing programme evaluation, the management of risk, and assurance for the successful delivery of the project's outputs and activities.

FINANCE SUMMARY

See Appendix A for full financial details.



The Birmingham 2022 Commonwealth Games presented the region with a once in a generation opportunity to re-affirm the West Midlands position and impact both nationally and internationally. Birmingham City Council has aligned its vision with the region recently setting out an ambitious 10-year [Major Sporting Events Strategy \(2022-2032\)](#), which aims to capitalise on the springboard provided by Birmingham's status as Proud Host City for the 2022 Commonwealth Games. This bold, new strategy provides a portfolio approach to aid the region in attracting and hosting events that deliver a positive social, economic and environmental impacts for local citizens, its businesses, national governing bodies and the wider economy.

It also aligns perfectly with the Regions [Major Sporting Event Delivery Plan](#). It will directly contribute to the Plans strategic priority of:

- Securing major sporting events for the West Midlands region - Secure a minimum of 8 Major Sporting Events for the region, focusing on events that will have the biggest positive impact on regional priorities and measurable outcomes. Athletics is identified as a priority sport.

The AECH26 in 2026 will represent the first time it has ever been held in the UK. The region will again be able to celebrate the use of its new state of the art athletics stadium on an international level; and realise the benefits of a new generation inspired by the Commonwealth Games that was on their doorstep.

The AECH26 is entirely aligned to continuing the Commonwealth Games legacy objectives which continue to underpin BCC's Legacy Plan¹⁰ to:

1. Bring people together - embrace and champion, the youth, diversity, humanity and pride of the region and the Commonwealth.
2. Improve health and wellbeing - inspire, engage, and connect communities and athletes to realise their full potential and live happier, healthier lives.
3. Put us on the global stage - deliver an unforgettable, global games in partnership, on time and on budget to showcase the best of Birmingham, the West Midlands, the UK and the Commonwealth.
4. Help the region to grow and succeed - transform and strengthen local communities, and facilities.
5. Be a catalyst for change - drive sustainable growth and aspiration, creating opportunities through trade, investment, jobs, and skills.

The impacts of hosting the AECH26 and the complementary boosting of grass roots sports participation will deliver significant regional economic benefits through a combination of increased tourism spend, direct and indirect GVA effects as well as wider societal benefits to regional residents. Direct employment will result through the redevelopment of the Alexander Stadium and organisation of the event as well as increased employment in the tourism sector both in the short term during the event and in the longer term as the reputation of the region is developed further both nationally and internationally.

¹⁰ <https://www.bebirmingham.co.uk/info/19/legacy-plan>

The delivery of the AECH26 and its objectives are closely aligned with several regional and national policies, these are summarised below.

Policy Document	AECH26 Alignment to the Ambitions
Regional Policy	
<p>Major Sporting Event Delivery Plan 2022-2027 – The West Midlands¹¹</p>	<p>This event will help contribute to the targets set out to ‘secure a minimum of 8 major events between 2022-2027’ and elevate and enhance the status of the West Midlands, nationally and globally, as a host of great sporting events.</p> <p>The AECH26 will also contribute to the strategic priority regional collaboration by working with regional partners, venues and host authorities and the innovation and inclusion priority to engage, inspire and include new, younger, more diverse audiences.</p>
<p>WMCA Aims and Objectives¹²</p>	<p>In line with Objective 1.4 of Aim 1 which looks to ‘promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs’, the AECH26 will work with local authorities to support the role of culture and sport to help make the region a good place to live, work, visit and invest.</p> <p>By supporting the release of benefits from the event, the grass roots programme will help take sport to a cross section of communities.</p>
<p>WMCA Inclusive Growth Decision Making Tool (2023)</p>	<p>The Inclusive Growth Toolkit for the West Midlands is a method to help practitioners acknowledge and understand the considerations around social purposes and impacts to aid their decision making.</p> <p>BCC will continue to work with WMCA to test the alignment and support the spending objectives of the proposals in this business case.</p>

¹¹ [3119 Major Sporting Events Strategy R1_V6\(1\).pdf \(meetbirmingham.com\)](https://meetbirmingham.com/3119-Major-Sporting-Events-Strategy-R1-V6(1).pdf)

¹² <https://www.wmca.org.uk/media/uwpilhrz/wmca-aims-objectives.pdf>

National Policy	
<p>Sport England – Towards an Active Nation (2016-2021)¹³</p>	<p>The strategy seeks to tackle inactivity and existing barriers to becoming active, particularly across groups who are currently under-represented in sport. The delivery of AECH26 will align with this strategy by:</p> <ul style="list-style-type: none"> • Allowing more people from different backgrounds regularly and meaningfully engage in sport and physical activity • Supporting those who currently lead inactive lifestyles become more active • Help build more resilient habits • Encourage more positive attitudes towards sports among young people • Support a diverse range of volunteers • Help improve the progression and inclusion within talent development
<p>UK Sport Strategic Plan (2021 – 2031)¹⁴</p>	<p>The 2026 AECH26 will deliver to the following ambitions set out by UK Sport:</p> <p>Ambition 1: Keep winning and win well through providing sports talents with the opportunity to be the best they can be.</p> <p>Ambition 2: Grow a thriving sporting system</p> <p>Ambition 3: Inspire positive change through helping to increase connectivity and pride across the community.</p>
Local Policy	
<p>Birmingham City Council Plan (2018 – 2022)¹⁵</p>	<p>This project will be entirely consistent with the following Council Plan objectives:</p> <p>Outcome 4 Priority 8 – Enhancing Birmingham’s status as a city of culture, sports and events by increasing the number of sporting and major events at our landmark venues.</p> <p>Outcome 5, Priority 2 – Enhancing citizens of all abilities and ages to engage in physical activity. The European Outdoor Athletics Championships has a track record of promoting health and fitness to communities with participation levels increasing because of the event.</p>

¹³ sport-england-towards-an-active-nation.pdf (sportengland-production-files.s3.eu-west-2.amazonaws.com)

¹⁴ [Strategic Plan 2021-31 | UK Sport](#)

¹⁵ <https://www.birmingham.gov.uk/downloads/file/10257/birmingham-city-council-plan-2018-2022>

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Outcome 5, Priority 3 – Using the Games as a catalyst to develop and promote apprenticeships, volunteering and leadership opportunities to enhance the skills of our workforce and communities. We will use the European Outdoor Athletics Championships to create jobs to engage with and utilise the volunteer community created by the Games.

**Birmingham
Commonwealth Games
Legacy Plan, 2021**¹⁶

The mission from the Birmingham 2022 Commonwealth Games was to catalyse and help achieve our aspiration of a fair and thriving city for all. The Games helped strengthen connections between communities, and advance ambitions for people to live healthier lives and to create a more active city. The redeveloped Alexander Stadium will offer a world class venue from grassroots sports to future elite athletes, aligning to the Streets to Stadium programme as part of the Council’s AECH26 bid commitments.

Central to the ‘Thriving City’ agenda is to “boost investment, creating thousands of jobs and become a world-leader in hosting international events”, like the AECH26.

To maximise benefits from hosting the Birmingham 2022 Commonwealth Games the Legacy Plan presents a programme seeking to promote the benefits of physical activity, community sport and improved wellbeing.

In line with the Plan, the AECH26 will help improve the capacity amongst the community to help people live healthier, more fulfilled lives. It aims to improve people’s habits and offer targeted opportunities to increase activity across underrepresented groups to deliver mental health and wellbeing benefits.

Also, as outlined within the Legacy Plan, Sports England will be working with grassroots organisations, local sports clubs and partners to support more active lifestyles. These aims and visions all align with the successful delivery of the AECH26 and associated Grass Root programme.

¹⁶ <https://resources.cwg-qbr.pulselive.com/qbr-commonwealth-games/document/2022/02/11/9592fb24-e996-498a-87e5-34c55ada0676/Legacy-Plan.pdf>

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

The Birmingham 2022 Commonwealth Games (the Games) provided the city and wider region with a unique opportunity to inspire citizens; particularly younger generations, through the provision of high-quality facilities and infrastructure, services and interventions to get more people active and engaged in sport. The Games provided a catalyst to help achieve our aspirations of a fair and thriving city for all, through strengthening connections between communities, building upon new and existing partnerships, and sustaining community participation.

Moreover, the Council is working on a 10-year Sports Strategy¹⁷ in an effort to promote physical activity and sports within the city. This Strategy will seek to align with Sport England Uniting the Movement Strategy¹⁸ and resonate with other national, regional, and local strategic context including sports and physical activity strategy, Sport Birmingham's 'Uniting Birmingham'¹⁹, local playing pitch strategy and other facility strategies and plans.

The Grassroots Sports Programme will establish a fund which aims to unlock pathways, make all sports more accessible, and inspire a generation of people who cannot assimilate physical activity with their health and social imbalance in their lives. The fund is designed to focus investment directly to community groups, organisations, clubs and the sport & physical activity sector on the ground. Utilising local knowledge and trusting the community to identify their needs and use grant funding to support their activities, interventions and resources to allow participation to grow and be sustained. The fund will include revenue and capital funds, to ensure there can be an activity legacy and infrastructure and asset-based legacy, particularly supporting organisation with aspirations to improve facilities and create active environments to encourage and support sport and physical activity.

To secure BCCs long-term objectives and applicable benefits, the Athletics European Championship 2026 (AECH26) and associated Grassroots sports programme will continue to build upon the progress to date by delivering new opportunities to help Birmingham City Council (BCC) and the region achieve its noted ambitions of driving a healthier, more active city and connected region.

Through bolstering the available opportunities between communities, sports and more active lifestyles such as those of the Grass Roots Sports Programme, BCC seeks to deliver inclusive growth for all. This is evidenced through the following objectives for the Grass Roots Sports Fund which seeks to incorporate learnings from other programmes (including the Games Community Fund) to ensure the right communities are targeted in the right way:

- Develop a community fund informed by data and local insight to strategically identify targeted areas of the city and target audiences and groups that can make a difference through sport
- Develop a strategic partnership approach to funding sport and physical activity across the city

¹⁷ [https://birmingham.cmis.uk.com/Birmingham/Birmingham Major Sporting Events Strategy](https://birmingham.cmis.uk.com/Birmingham/Birmingham%20Major%20Sporting%20Events%20Strategy)

¹⁸ <https://www.sportengland.org/about-us/uniting-movement>

¹⁹ <https://sportbirmingham.org/about/>



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- Create and distribute a revenue fund for programme delivery which will meet Council priorities and outcomes
- Create and distribute a capital fund for small scale infrastructure enhancements at grass roots level to meet Council priorities and outcomes
- To create value for money in collaborating with funding partners to identify match funding in the system, seeing grassroots sports funds going further
- Align with Sport England and National Governing Bodies to meet shared outcomes
- To create more or new activities that will engage citizens through participation in sport
- To use learnings from other funding programmes to create a fund that can adapt to the needs of the community
- To connect local communities, groups and clubs in to their local 'system' and existing networks, such as the Club Together network to access wider support to sport and community development
- Provide funding to support the development of a local workforce through volunteer and coach development pathways
- To create accessible opportunities by reducing barriers to sport
- To promote inclusivity and diversity in grassroots sport through enhanced opportunities for engagement from under-represented groups and individuals
- To increase physical and mental wellbeing through positive experiences in sport and physical activity

The AECH26 Transport Plan will seek to contribute to the #WM2041 Net Zero target through the incorporation of initiatives such as active travel. The BCC Commonwealth Games Legacy Plan²⁰ included a Green Growth City Theme within which the medium term action plan included an action to 'Deliver major highways and transport interventions to prioritise walking, cycling, sustainable transport and green corridors across the city – steered by the Birmingham Transport Plan'. Improving opportunities for active travel also form part of the longer terms aims of the City all of which will contribute to the WM2041 net zero target through reducing the reliance on private vehicle journeys.

Transport in the region is led by WMCA through TfWM who BCC have already been working with following the commencement of joint working group to define and agree applicable transport plans to the use of Alexander Stadium including daily BAU, and in this context for the AECH26. TfWM are drafting a discussion paper for the next WMCA Transport Board

²⁰ <https://www.bebirmingham.co.uk/info/19/legacy-plan>

Table 2

#	Objective	Baseline (Quantitative)	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Contribute to regional economic growth through holding major sporting events in the region	Each sporting event is a discrete event and without one there is a zero baseline. The existing spend on European Athletics Sporting events in the region is zero.	The target spend at the European Athletics Sporting events in the region is £26million expected from visitors, spectators and other attendees such as volunteers and athletes during the Game	Additional spend in the economy into areas such as leisure and hospitality, as a result of more people visiting the region. Sell the target number of tickets to each session. Undertake visitor survey to estimate actual spend during the games.	The impacts of hosting a major sporting event and the complementary boosting of grass roots sports participation will deliver significant regional economic benefits through a combination of increased tourism spend, direct and indirect GVA effects. Direct employment will result through the redevelopment of the Alexander Stadium and organisation of the event, itself. Moreover, hosting the event will attract new visitors, which in turn will increase the city's visitor economy and generate income within the leisure, culture, tourism, and hospitality sectors. As evidenced from Birmingham 2022 and the recent DCMS Interim Evaluation Report ²¹ the AECH26 can stimulate investment in business providing supplies and services to the event industry, enhance skills of local people, provide employment opportunities to residents, and importantly continue to enhance the global reputation and associated investment for Birmingham and the wider region.	Promote inclusive economic growth in every corner of the region
2.	An increase in community activity levels and sports participation	30.0% of adults in the West Midlands were considered inactive in Nov 2021 ²² .	Reduction of 1% of inactivity in the region.	Delivering relevant and demand-led opportunities to enhance community capacity and place based infrastructure. Increased levels of physical activity in target groups & positive effect on	A core objective of both Birmingham and the Region's Major Sporting Events Strategy is for events such as the AECH26 to motivate people and encourage greater participation in sport and culture to improve their physical and mental health and wellbeing. Through BCC's coordinated approach and partnership working, the programmes and activities to be delivered form part of the wider 'European Athletics Championship	Ensure everyone has the opportunity to benefit

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				reported levels of mental wellbeing.	Offer' - which seek to create a positive step change in the levels of physical activity across the communities with the highest need.	
3.	Address inequalities in health and inactivity	55.4% of people who live in the most deprived places (IMD 1-3) undertake 150+ minutes of activity a week ²³ .	4% increase in the levels of activity amongst people who live in the most deprived places (IMD 1-3).	Delivering services that meet the needs of the community at price points that reduce the barriers to engagement. This includes the Grass Roots Sports Programme.	BCC is committed to delivering a wide-reaching city and regional social impact through the Grassroot programmes to engage a diverse population and make sports more accessible. The Grassroots Sports Fund aims to unlock pathway to make sports more accessible and offer more opportunities for individuals at all levels, from grassroots sports through to elite performance. A targeted Grass Roots Sports programme will provide longer-term impacts across Birmingham and the West Midlands by removing barriers to participation (such as cost and access to equipment) and enable more people to engage in organised sports. With a wide range of organisations and groups such as the Council, universities, schools and sports clubs, partners will work together to provide access to sport and increase the opportunities for participation. In turn, this will also promote more physical activity and active travel habits throughout the community supporting better local	Ensure everyone has the opportunity to benefit

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/114444/interim_evaluation_report.pdf

²² Active Lives Adult Survey November 2021-22 Report, Sports England (2023, page 6). This is a West Midlands Region figure and is not quoted in the written report

²³ Active Lives Adult Survey November 2021-22 Report, Sports England (2023, page 14). This is a national statistic. BCC will work with Sports England to understand the baseline for Birmingham

					environments, improved air quality and the region's strive towards achieving its goal of net zero.	
4.	Improve the regions' status nationally and internationally to support the city's ambition of staging more major sporting events that meet the standards and expectations of key partners.	84% of Birmingham survey respondents strongly agreed that they felt proud that Birmingham hosted the Championships during the World Indoor Athletic Championships in 2018 ²⁴ .	Following the AECH26, 84% ≤ of Birmingham respondents to agree they feel proud that Birmingham hosted the AECH26.	Enhance or develop the city's sporting environment or infrastructure. Sustained increase in domestic and international visitors to the region.	Hosting the AECH26 will strengthen Birmingham's status as a city of culture, sports, and events by increasing the number of sporting and major events at our landmark venues. This will contribute to BCC's ambition to secure a minimum of 8 major events between 2022-2027 and elevate the status of the West Midlands, nationally and globally, as a host of great sporting events. The AECH26 will also improve strategic collaboration among regional / national partners (e.g. UK Sport, National Governing Bodies) , venues and host authorities to increase innovation and inspire new, younger, more diverse audiences.	Develop our organisation and our role as a good regional partner
5.	Promote the West Midlands and Birmingham by encouraging more visitors to the region during the Games.	Birmingham welcomed 41.8 million visitors in 2017 ²⁵	Footfall of visitors from outside of the West Midlands to reach 60,000 in Birmingham during the AECH26	Positive media coverage and visitor experience during the AECH26 event. Local resident perception – pride in the city through increased feelings of civic pride in Birmingham and the West Midlands region.	After the success of the Birmingham 2022 Commonwealth Games, the opportunity now exists to deliver on BCC's Major Events Strategy, creating a golden decade of events with the AECH26 as the next centrepiece for the City and Region. The AECH26 will build on the foundations established from Birmingham 2022 to generate a stronger sense of regional civic pride to promote the West Midlands and Birmingham as a vibrant place to live, work, and play. It will enhance the profile and status as a region for sport and culture, enhance our collective	Promote inclusive economic growth in every corner of the region.

²⁴ IAAF World Indoor Championships Birmingham 2018, Economic Impact Study, The Sports Consultancy

²⁵

<https://wmgrowth.com/tourism#:~:text=Birmingham%20itself%20welcomed%2041.8%20million%20visitors%20in%202017%2C.and%20gene rating%20%C2%A37.1%20billion%20worth%20of%20economic%20benefit>

					<p>identity and promote the West Midlands and Birmingham nationally and internationally as a welcoming diverse, youthful, and inclusive place.</p> <p>The increase in tourism during the event will also help bolster the reputation of the region.</p>	
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1.2 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

The information provided should align to both the Risk Management Strategy and Risk Register and Issue Log attached with this FBC.

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	<p>Cost pressures impacting the delivery of the Championships</p> <p>A number of factors could lead to cost increases beyond budget expectations including:</p> <ul style="list-style-type: none"> - Inflation impacting costs of goods and services - Supply chain disruption impacting on availability of goods and services <p>These could impact the AECH by leading to:</p> <ul style="list-style-type: none"> - exceeding of budgeted expenditure to support delivery resulting in a reduction in scope/service and reputational damage. - Inability to deliver AECH contractual obligations leading to breach of contract and potentially financial claims 	3	4	Amber	SRO/CFO	<ol style="list-style-type: none"> 1. BCC to underwrite the costs 2. Ensure procurement process support cost control measures e.g. use of fixed price contracts, robust contract management 3. Ensure robust scoping of requirements 4. Use of latest OBR inflation guidance in forecasting 5. Use modelling of potential additional costs including worst case scenarios, to inform contingency levels.

						6. Partnership approach with delivery partners e.g. UKA, to realise planning and procurement benefits.
2	<p>Commercial revenue targets are not met</p> <p>Ticket sales and commercial sponsorship are not in line with forecast impacting unsecured funding targets</p> <p>Should revenue targets not be met, increased financial dependency will be borne by BCC. Service level choices will need to be evaluated with Championship funding and delivery partners.</p>	3	3	Amber	Major Events Delivery Lead	<p>1. Early sponsorship engagement</p> <p>2. A robust Communications and Engagement Strategy to build excitement around the AECH driving ticket sales</p>
3	<p>Contractual service levels to all key client groups are not achieved</p> <p>Increased costs, supplier / partner failure could lead to contractual service levels not being achieved.</p> <p>Should contractual service levels not be met this may lead to not meeting spectator and athlete expectations or a breach of contract and potentially financial claims for example</p>	3	3	Amber	Major Events Delivery Lead/BCC Legal	<p>1. Use of the Council's existing contractual arrangements</p> <p>2. Using lessons learned from similar major events such as the CWG in delivering / managing contract service commitments</p> <p>3. Early and continued Legal advice to ensure contractual commitments are met</p>
4	<p>Inability to secure/retain required workforce levels</p> <p>There may be challenges and delays in the recruitment and retention of suitable candidates for roles in the Local Organising Committee/Special Purpose Vehicle due to industry skills-gap, short-term nature of contracts.</p>	3	4	Amber	Major Events Delivery Lead	<p>1. Robust workforce plan with clear recruitment timeframes.</p> <p>2. Robust contingency planning for long term</p>

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	As per B2022 This could impact the planning for the AECH26 and cause workplan slippages and increase in delivery risks.					<p>volunteer recruitment to engage volunteers.</p> <p>3. Use of successful networks</p> <p>4. Use of the Council's existing agency managed service contract</p>
5	<p>Force Majeure or other major incident in a venue or key location</p> <p>An unforeseen event such as fire at the Stadium in the planning or delivery phase</p> <p>Impacts could be wide ranging and could include cancellation of session or event</p>	3	2	Green	Major Events Delivery Lead	1. Robust Venue safety planning
6	<p>Inability to drive a sustained increase in sporting participation / physical activity</p> <p>Grassroot sport investments deliver only short-term participation increases</p>	2	4	Amber	Head of Sport	<p>1. Strategic alignment and coordination with local / regional / national partners</p> <p>2. Defined assessment criteria to evaluate grass-root sport investment and projects.</p>
7	<p>Transport network resilience/disruption</p> <p>There is a risk of transport disruption/network failure in the lead up to and during the AECH for example due to industrial action</p> <p>Wide ranging impacts such as a change of strategy for delivery of transport operations; significant disruption could trigger delay, postponement or in extremis cancellation of an event. Impact on Sports Schedule, Training for Sport and attendance of spectators,</p>	3	4	Amber	Major Events Delivery Lead	<p>1. Develop a AECH26 Transport Strategy in line with UKA contractual requirements</p> <p>2. Establish robust governance arrangements for Transport to ensure oversight and assurance.</p> <p>3. Engagement with BCC Transport</p>



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	volunteers and key staff and officials.					Department and TfWM (joint working between BCC and TfWM has already commenced with TfWM developing a discussion paper for the next Transport Board) 4. Use learnings from CWG transport delivery e.g. consider use of GIS schedule of Transport works
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1.3 CONSTRAINTS

Specify any constraints that have been placed on the project.

There are a number of constraints to the AECH26 Programme which include but are not limited to:

1. A fixed timeframe to deliver the event (August 2026) as agreed in the Host City Contract
2. There will be commercial sponsor constraints based on categories held by European Athletics
3. There are mandated service levels and contract requirements specified within the Host City Contract.
4. Defined budgets within which to deliver the AECH26 which could constrain the resource available
5. There are a number of Partner requirements including:
 - consultation on the delivery model, staffing and event governance.
 - the delivery company for the Championships is required to achieve and maintain compliance with Tier 2 of the Sport Governance Code.
 - requirement to create a Sustainability Plan and a Diversity and Inclusion Action Plan for the event.
6. Completion of any temporary development works

1.4 DEPENDENCIES

Specify any dependencies outside the scope of the project upon which the success of the project is dependent.

There are a number of Dependencies to the AECH26 Programme which include but are not limited to:

1. Transport/ mobility plan (LTP) for the stadium to provide a strategy and implementation of this for all transport modes from active travel through to private car (in particular a park and ride facility). A joint working group with TfWM has commenced to define and agree applicable transport plans to the use of Alexander Stadium including daily BAU, and in this context for the AECH26. TfWM are drafting a discussion paper for the next WMCA Transport Board.
2. Completion of the Stadium Legacy Development prior to the operational period of the AECH26.
3. Commercial revenue targets will be partially dependent on attracting elite athletes to the event which is driven by any potential scheduling clashes with other major athletics events (and more broadly major sports events)

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

List the critical success factors i.e. what must this project achieve to be successful?

<i>Table 4</i>		
#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	Contribute to the regional targets for hosting major sporting events and maximise the attraction of visitors to the region.	This aligns with objective 1, 4 and 5. Hosting a major sporting event will contribute towards regional and BCC strategic ambitions to secure 8 major events between 2022 and 2027. The increase of visitors in the city will also contribute towards regional economic growth and help improve the regions status nationally and internationally.
2.	Encourage community sports participation so that sport becomes more accessible and reduces barriers to engagement.	This aligns with objectives 2 and 3. Delivering grass root sports programmes will encourage and increase greater community participation in sports activities. This will contribute to increased levels of physical / mental health, community cohesion.
3.	A positive visitor experience for those attending the event.	This aligns with objectives 1, 4 and 5. A positive experience will enhance the reputation of the West Midlands, increase tourism and contribute to regional economic growth.
4.	Maximise ticket and commercial sales for the event	This aligns with objective 1 and 4. The increase of visitors in the city will result in greater additional spend in the economy and contribute to regional economic growth and support the ambition of the city staging more major sporting events that meet the standards and expectations of key partners.
5	Supplier capacity and capability	The market can deliver the capacity and potential suppliers to deliver the required services to successfully host the event

		Aligns with objective 1 and 5 to host a major sporting event and promote the region.
6	Affordability	<p>The option can be financed from available funds including elements secured through this underspend and it aligns with funding constraints.</p> <p>Aligns with objectives 1, 2 and 3 to host a major sporting event in the region, reduce inactivity levels and increase sports participation in deprived areas.</p>
7	Achievability	<p>The option is deliverable by Birmingham City Council and its partners in the required timescales.</p> <p>Aligns with objectives 1, 2, 3 and 5 to host a major sporting event in the region, reduce inactivity levels and increase sports participation in deprived areas.</p>

2.2 SHORT LIST OF OPTIONS AND APPRAISAL

We note that the HMT Green Book suggests that a proportionate approach is taken to option appraisal. HMT Green Book (2022) Section 3.4 Options appraisal in government states:

“The Green Book methodology set out in this guidance should be applied proportionately to support effective decision making across government.”

We do not believe there are any alternatives to hosting the AECH26. As such, this appraisal considers only one option of hosting the championship and undertaking the supporting grass roots sports programme. All benefits and costs have been considered in 2022 prices (which represents the best and most applicable data available) with the inclusion of inflation as part of budget plans. The economic appraisal has assessed benefits for:

1. AECH26 – consistent with the EventsIMPACT methodology.
 - a. Direct Economic Impact – spectator, athlete, media, volunteers and supplier spend within the West Midlands Economy.
 - b. Induced/ Indirect impacts – Multiplier effect which is associated with Businesses which are beneficiaries of the direct economic impact.
2. Grass Roots Sports Programme – consistent with DCMS studies.
 - a. Wellbeing benefits (including mental health)- Value of engagement (per person) in sports
 - b. Savings to the NHS – Estimated NHS cost savings due to a reduction in GP visits.
 - c. Impact of enhanced community cohesion, reduction in criminal activity.

Table 5

Option Label	Business as Usual (baseline)	Do-minimum Option	Preferred Way Forward (if not Do-Minimum)	More ambitious preferred way forward	Less ambitious preferred way forward
Description of Option	No AECH26 or grass roots sports programme.	-	The AECH26 and Grass roots sports programme go ahead	-	-
NPSV for CBA or Net Present Unit Cost, NPUC for CEA		-	£37,734,953	-	-
Relevant present value public sector cost		-	£23,752,891	-	-
Appropriate BCR or NPUC		-	1.59	-	-
Significant Quantified but unmonetizable benefits		-	See below	-	-
Significant unquantifiable benefits		-	See below	-	-
Residual risk and optimism bias allowances		-	5% ²⁶	-	-
Switching values of key variables		-	See table 7	-	-
Life span of the option		-	AECH 26 – 7 days of operation Grass Roots Sports	-	-

²⁶ 5% OB has been adopted given BCCs recent experience in hosting major athletics championships and cost estimates include allowances for cost overruns.



			Programme – 2 years		
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Non monetised or unquantifiable benefits:

1. AECH26

- Contribute to civic pride
- volunteering at major events helps people to develop skills that are transferrable which can help them to find work or improve their career prospects, which in turn can support the government’s push to reduce worklessness.
- The time contribution of volunteers represents a non-market benefit to the organisers. The *replacement value* of this volunteering could be up to **£3m**.
- The potential media value for the local and regional economy in 2026 is estimated at **£26m** in indicative terms.
- Direct employment of staff during the planning and delivery of the Games.
- There will be health and wellbeing benefits for those that are inspired by the championships and increase their physical activity levels.
- The AECH26 has the potential to deliver up to **£30m** of total GVA impact to the regional economy through the spend in accommodation, retail and food. (It should be noted that this is included in the quantified benefits noted above should not be added to the figures).
- Improved position of BCC to bid for other major sporting events
- Following Birmingham 2022 8 in 10 people think major UK events give people an opportunity to celebrate, with 75% agreeing they provide the opportunity to come together nationally and in their community.
- Europe wide TV audience showcasing Birmingham
- Work collaboratively to be a catalyst for change and continue to lay the foundations for wider economic recovery.

2. Grass Roots Sports Programme

- Direct economic value to the local, regional and national economy by individuals who participate spending money on memberships, equipment, hire and socialising.
- Improve the local and regional skill set through people undertaking coaching, technical and volunteering courses and roles.
- Capitalising on the well-being benefits and non-market of volunteers in the 2022 CWG and 2026 AECH26 by providing additional volunteering opportunities for these benefits to be realised in the long-term.
- Promote physical activity leading to greater use of active modes. Potential benefits include reduced greenhouse gas emissions and better air quality.
- Lower rates of deprivation in deprived areas through greater community engagement and community lead sports.
- Build on the learns and successes from the Commonwealth Games which helped make it a ‘Games for Everyone’ – helping remove barriers to engagement and participation by residents, realising community cohesion and civic pride benefits.

3. Alexander Stadium re-development

- Whilst the financial case includes spending on the Alexander stadium re-development this is a resource swap as referenced in Table 10 below. As such, no benefits or costs are included in this appraisal. The stadium re-development investment is the subject of a

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separate full business case that has already been extensively scrutinised by stakeholders including DCMS and WMCA and subsequently approved by BCC Cabinet in October 2022 and is included as Appendix 11 for information only.

2.3 BENEFITS APPRAISAL

Validate the main benefits associated with the achievements of the project's spending objectives by beneficiary. Distinguish benefits from outcomes.

This should be aligned with the Benefits Realisation Plan and Benefits Register appended to this FBC.

#	Benefit	Beneficiary	Type
1.	Revenue from the AECH26	Birmingham City Council	Direct public sector benefits (to originating organisation)
2.	Direct spend in local economy	Businesses within the West Midlands	Wider benefits to UK society (e.g. households, individuals, businesses)
3.	Indirect local economy impacts	Businesses within the West Midlands	Wider benefits to UK society (e.g. households, individuals, businesses)
4.	Health Benefits	NHS	Indirect public sector benefits (to other public sector organisations)
5.	Wellbeing benefits	Individuals who take part in the grass roots programme	Wider benefits to UK society (e.g. households, individuals, businesses)

2.4 PREFERRED OPTION SENSITIVITY ANALYSIS

Using the preferred option, undertake a sensitivity analysis as outlined below.

Category	Assumptions and Estimates
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SINGLE ASSURANCE FRAMEWORK

Costs and Benefits (£)	Capital Costs* ²⁷ (There are no Capital costs on the AECH26 programme. The subject of this FBC is a Major Sporting Event using existing facilities)	Costs need to increase by 60% to reduce BCR below 1.
	Lifecycle Costs	N/A
	Costs of Core Services	N/A
	Costs of Non-core Services	N/A
	Benefits Valued in Monetary Terms	The spectator spend needs to be reduced by 76% to move the BCR below 1. The spectator numbers need to be 24% of the forecast numbers to move the BCR below 1.
Non-monetisable Benefits	Quantifiable and Qualitative	N/A
Timing	Delays in Project	N/A

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

3.1 PROCUREMENT ARRANGEMENTS

Provide an overview of the procurement arrangements in place to ensure the preferred option can be delivered. This section should identify the market-place opportunity which offers optimum VfM and set out an overview of the commercial and contractual arrangements for the negotiated deal.

In terms of delivering the requirements once identified and from an expediency perspective the route to market will be compliant to the Public Contracts Regulations 2015 (PCR15) with any legal and constitutional governance obligations, with the precise governance arrangements being dependent on the ultimate delivery structure chosen for the championships. This will include:

- Using existing Council contracts or framework agreements (including adding or amending to the scope of the existing contracts or varying these agreements where possible within the parameters allowable under Regulation 72 of the PCR15).
- Using compliant public sector framework agreements called off in accordance with its protocol. The framework to be used will be selected separately for each individual procurement based on the identified scope of services required in each instance, with potential frameworks including (but not limited to) those awarded by Crown Commercial Service, ESPO and YPO.
- To undertake a procurement process open and advertised to the marketplace

²⁷ These are delivery costs



All goods, services and works procured by the SPV will be carried out in accordance with PCR15 by suitably capable and experienced staff if the legal form of the SPV requires compliance with PCR15.

3.2 SERVICE REQUIREMENTS AND OUTPUTS

Identify the project's service streams and required outputs and the scope and content of a potential Deal to be made between public and private sector service providers. Attach a copy of the advertisement, if applicable.

The subject of this FBC is the AECH26 which is a major sports event and therefore this section is not applicable owing to that fact that there will not be service requirements (other than the delivery of the AECH26 as a major sports event).

3.3 SUPPLIER CAPACITY AND CAPABILITY

Confirm the capacity and capability of the suppliers to meet the needs of this project

75% of Birmingham 2022 contracts were awarded to regional businesses providing a positive evidence base that there is good capacity in the local economy and supply chain. Those companies who were awarded Games contracts have reported that longer-term benefits include increased experience and capacity positively impacting future business and the wider economy.

Championship partners including UK Sport, and UK Athletics will provide existing suppliers to the project.

All activity in delivering the AECH26 will be carefully considered in the context of Subsidy Control to ensure that inappropriate market distortion is avoided wherever possible.

3.4 RISK APPORTIONMENT

Clarify the potential risk apportionment and identify how the service risks in the design, build, funding and operational (DBFO) phases of the project may be apportioned between the public and private sectors.

This should align to the Risk Register and Risk Management Strategy appended to this FBC.

There is no Capital Build required for the delivery of AECH26 as existing facilities are being utilised. The risks relevant to the AECH26 programme are included in the attached register (Appendix 4).

3.5 CHARGING MECHANISM

State how the project intends to make payment for its key services and outputs over the expected lifespan of the contract(s) and to tie down risks in the charging mechanism.

All payments to external partners / contractors will be made in accordance with the terms of any contracts entered into, whether by the Council or by the chosen delivery vehicle (assuming this is a separate legal entity capable of contracting in its own right). It is



There is no charging mechanism as BCC are underwriting the cost to deliver the AECH26.

3.5 KEY CONTRACTUAL ARRANGEMENTS

Explain the contractual arrangements for the project, contract to be used, and the key contractual issues for the Deal and its accountancy and personnel implications (i.e., legal or personnel/HR implications) and how these will be managed.

This answer should align to the Agreed Deal attached to this FBC (if available), if not, please state when an Agreed Deal will be completed.

The Host City Contract that was signed by BCC uses the standard European Athletics Host City contract. **(Please note In liaising with European Athletics (EA) and UK Athletics (UKA) , it is a precedent set by EA that no signatory of the Event Organisation Agreement is able to share the document per the non-disclosure clause in the Agreement. Should the WMCA have any specific questions, BCC will freely share and seek a response)** .Support i.e. legal, finance etc will be primarily delivered in house with external resource brought in where appropriate reporting to the internal service. A similar model was used in the Games where specialist expertise was contracted in.

Delivery will draw on various partners supported by externally sourced PCR compliant specialist advice if required.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case.

4.1 CAPTIAL AND REVENUE FUNDING STATEMENT

A financial summary including funding statement can be found in Appendix A, with a more detailed Budget and Funding summary in Appendix 12.

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

A written summary of the overall affordability of the project and the funding that has been secured to date must be provided. Where there is a shortfall in available funding, provide details of how this will be addressed, and the level of contingency included.

In order to deliver the objectives, Birmingham City Council are seeking a contribution from the WMCA and regional Games underspend of £13.7m.

²⁸ https://www.birmingham.gov.uk/invoicing_the_council



SINGLE ASSURANCE FRAMEWORK

It is important to acknowledge that the majority of the costs associated with the AECH26 will be incurred in 2025 and 2026, whereas the WMCA funding is constrained to only be available until 31 March 2025. It will therefore be necessary to ensure that the WMCA funding is utilised as the first call to finance expenditure up to this date (including for any complementary activity identified to ensure funding availability during the later years of the AECH26 delivery). For the avoidance of doubt, complementary activity sitting alongside the AECH26 will include a substantial grassroots sports programme to the value of around £5m of which at least £3m will be spent by 31 March 2025, and the completion of the post-Commonwealth Games investment programme for the Alexander Stadium (the venue for the championships), at a further total investment value in excess of £20m (Appendix 11 shares the FBC for the Alexander Stadium redevelopment). An extract from Appendix 11 is shared below outlining the 5 workstreams and total anticipated costs across FY 22/23 and 23/24. The proposed resource swap will be implemented across spend for workstreams 2/3/4. Further details can be confirmed once individual work package contracts have been finalised.

The draft budget for the AECH26 has been constructed on a prudent basis informed by extensive experience of both the 2022 Commonwealth Games and other major athletics specific events, provided by both UKA and Birmingham City Council. Budgets include a specific allowance for inflation, as well as a modest level of contingency to allow for any emerging, unbudgeted cost pressures. Access to contingency will be actively managed and will include robust challenge (including a requirement for the demonstration of value for money of any requests), to ensure that delivery is achieved within the overall proposed budget.

<i>Table 9</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
Funding Commencement Date	<i>01/04/2023</i>
Funding Completion Date	<i>31/03/2025</i>
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Assume WMCA standard
Any Conditions Precedent? <i>e.g. securing DfT funding. Include any spend deadline/s, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	N/A
Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i>	First



Work streams for which WMCA Funding is available to be drawn against	All, including complementary activity (necessary to enable the management of funding availability timescales)
<i>e.g. all / workstream 1, 3 and 4 etc.</i>	

4.3 CASHFLOW

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates as required and number of funding sources.

Please see attached Appendix A for Cashflow summary and Appendix 12 for a more detailed Budget and Funding summary

4.4 BORROWING SUMMARY

Please state if any element of the project costs is to be financed by borrowing. (No).

If applicable please complete the following table and provide an explanation of the borrowing required to fund this project :

<i>Table 11</i>	
Principle expected to be Borrowed	N/A
Source of Finance	N/A
Loan Type	N/A
Interest Rate Assumed	N/A
Loan Term	N/A
Expected Loan Draw Down Date	N/A
Repayment Source	N/A
Other costs Associated with Borrowing	N/A

4.5 IMPACT ON ORGANISATIONAL FINANCES

The impact on the organisation’s balance sheet and income and expenditure account must be explained. This includes depreciation, impairment, and any contingent liabilities or capital changes.

Birmingham City Council was required to underwrite the cost of the AECH26 as a condition of the successful bid to host the Championships. Birmingham City Councils June 2022 Cabinet meeting approved the recommendations to submit a formal bid to European Athletics to host the Championships and underwrite applicable city council contribution from reserves should it be awarded Host City for the 2026 AECH. See letter evidencing the underwrite commitment attached as Appendix 6.1. As a result of this underwrite, the



Council's revenue budget is therefore fully exposed to the extent that any assumed income from ticketing, third party contributions or sponsorship are not secured in line with the overall agreed budget for the Championships. In addition, any cost overruns in excess of the budget will also fall as an additional financial pressure to the Council in the year that they are incurred.

The AECH26 project is entirely focussed on the delivery of the Championships and the proposals do not directly include any capital expenditure proposals, therefore financial implications will be limited to the direct revenue costs associated with the Championships.

4.6 STAKEHOLDER SUPPORT

Evidence of stakeholder support must be provided where other public sector organisations are funding the project's outputs and services.

The following organisations have provided letters of stakeholder support to which can be found in the attached appendices (Appendix 9 and Appendix 10):

- Department for Digital, Culture, Media and Sport
- UK Sport
- UK Athletics
- British Broadcasting Corporation (BBC)

5 MANAGEMENT CASE

CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS

5.1 MANAGEMENT AND GOVERNANCE

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation. Include how the project will be managed day-to-day the decision-making process and how project spend will be monitored and controlled.

5.1.1 Background

The AECH26 will be delivered by Birmingham City Council as the Host City and its principal partners UK Athletics (UKA) and UK Sport (UKS). Within the BCC City Operations Directorate sits the Major Events Delivery Team which will lead the delivery of the event in the initial stages, on behalf of the BCC CEO as SRO for the AECH26. As the SRO, this role will address and ensure adherence to conditions set out in the contract and any funding agreements and with specific attention to ensuring overall delivery to the contractual obligations, to the required level of quality, whilst ensuring that the event is delivered on time and to budget.

Governance for the delivery of the AECH26 will continue to develop as the programme matures and moves through its 3 main stages (Planning, Delivery and Operation) but will retain alignment to the Council's existing processes and procedures which are underpinned by the Council's Constitution.

The management procedures and governance arrangements of the AECH26 will be firmly established by BCC and its partners during the planning stage and then subsequently reviewed at each stage of the AECH26 Programme so that they remain robust, flexible and provide the necessary levels of assurance.

An AECH26 Project Steering Group (AECH26 PSG) is in place whose membership consists of the following key partners:

- BCC (Major Events Delivery Team Lead)
- UKS
- UKA

The AECH26 PSG's remit is to support the planning of the AECH26 in advance of the potential establishment of a Special Purpose Vehicle (SPV) which is being considered as a likely delivery vehicle for the AECH26. This aligns to well recognised delivery models adopted for the delivery of similar events such as the London 2017 IAAF World Championships.

The scale and scope of this programme demands input from Subject Matter Experts (SMEs) and stakeholders. Therefore, clear procedures will be developed and finalised by BCC and its partners ahead of the delivery and operational phases of the event and periodically reviewed to ensure they remain fit for purpose.



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The delivery of the AECH26 will draw heavily on both the UK Athletics and Birmingham City's Council (BCC) experience of delivering major events. BCC's learnings were captured and summarised in a series of "how to" Playbooks which set out from the Games, the approach taken and provides guidance, lessons learnt and recommendations where suitable for how BCC should deliver a future major event. As the event was delivered only recently within the organisation and with regional partners, the knowledge, skills and experiences remain strong.

5.1.2 Planning stage

During the current planning stage day to day management responsibility sits with the Major Events Delivery Team within BCC alongside representatives from funding partners UKA and UKS. Appointment of an Interim Chief Operating Officer (COO) on a 12-month contract has successfully been completed (since the initial submission) who will lead the planning on behalf the funding partners in advance of an SPV being established.

Core objectives to be delivered over the 12-month period include:

- **Define and Oversee Event Governance:** To support and co-ordinate any final deliverables regarding the optimal SPV delivery and governance models for the Championships with external providers. Driving the board recruitment and set up, including any sub-groups. Ensuring that the SPV and Board are established in line with the requirements set out in the Code for Sports Governance
- **Define the Delivery Company:** To co-ordinate the set up for the delivery company, including the drafting of the contractual framework, any required joint venture and back-to-back agreements, and company policies. Exploring and implementing options for business functions for the SPV, including HR, payroll, IT, office space, legal, financial management and audit.
- **Partnership Agreements:** To facilitate the conclusion of funding agreements between the SPV and funding partners and the monitoring and delivery of any relevant Conditions of Award. To align event cash flow requirements with partner funding agreements.
- **Financial Management:** To review the Championship budget on an ongoing basis and provide financial reporting to the AECH26 project group. To ensure that AECH26 operates within its set budgets, seeking at all times to achieve cost effective and efficient practices. To ensure that robust procurement processes are implemented in line with funding partner requirements.
- **Strategic Definition:** To evolved and define the core Mission, Vision, and Values of AECH26 and SPV operating company, building on the Vision and Values defined during the bid stage. This is considered a key deliverable which will be the foundations of an effective, accessible, and welcoming culture throughout the SPV, through the event lifecycle.
- **Programme & Risk Management:** To establish and monitor a project plan with delivery timelines, key procurement requirements, key dependencies and all obligations and deliverables within the Event Organiser Agreement from European Athletics. To maintain an actions tracker and risk register for the event, and a reporting and escalation process for the AECH Project Group (AECH Board when



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- established) and other established governance groups. To oversee legal compliance and good practice with corporate law.
- Relationship Management: To nurture, manage and co-ordinate excellent relationships with event stakeholders on behalf of the event. This should include the set up and management of regular Project Group meetings. To ensure the effective and frequent flow of information between stakeholders through the timely generation of reporting requirements of the event's principal stakeholders and governance groups.
 - Venue Management: To be integrated into all discussions on legacy planning for the Alexander Stadium and ensure that the AECH26 is considered within these plans, and any impact on hosting budget is understood.

Impact: To work with partners to establish a working-group on Event Impact to ensure key partnerships are being explored, themes for the Championships' Impact plan are defined and engagement frameworks are drafted ready for delivery and implementation. To included early budget definition as required. Given the anticipated flow of external funding from the regionally administered underspend, the AECH26 also falls under the oversight of BCC's recently established Legacy Portfolio which will provide an additional level of assurance, support and monitoring and will report progress into the WMCA across all stages.

For any procurement matters relating to the AECH26, a procurement plan will be developed. This will draw up on the Council's existing Procurement team and also where appropriate seek Legal advice. Procurement processes and procedures will comply with any relevant legal and other requirements and will be PCR compliant.

It should be noted that overall contract responsibility will sit with the BCC CEO as the SRO in the planning stage however this will be reviewed and documented as management and governance structures are developed through the delivery and operational phases.

Key personnel in the form of Project Managers and support staff will be assigned to oversee the project activities as they develop over the timeline of the AECH26.

5.1.3 - Delivery Stage

A Special Purpose Vehicle (SPV) is being considered, by the AECH26 PSG, as the likely delivery vehicle for the AECH26. If this delivery approach is confirmed, the AECH26 PSG will be stood down following the establishment of the SPV.

The SPV (or other equivalent management structure) will establish a Local Organising Committee (LOC) whose remit will be to own the overall plan for the AECH26 and have responsibility for the day-to-day delivery of the Championships, seeking input as required.

The LOC will be resourced through a blend of seconded staff and external appointments with open recruitment for key and publicly funded positions. Membership of the LOC will be further developed to ensure it is reflective of key stakeholders, provides proportionate and balanced representation and is an effective management, delivery and assurance vehicle empowered to successfully deliver the AECH26.

The SPV will also establish a Local Organising Committee Board (LOC Board) which will be the highest decision level in the governance structure. The LOC Board will be recruited in



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line with the Sports Code for Governance and will have both funding partner representation as well as independent members. The Chair will be recruited through an open process. The Board will incorporate nominated members from organisations including UKA, BCC, UK etc. plus experienced independent members.

The LOC Board will be responsible for setting the strategy and monitoring the overall objectives of the AECH26 and will be the highest point of escalation for risks and issues. The details of this Board, including the frequency that it sits to review management reporting arrangements and the level of delegated authority from BCC will be determined at later stages of its development.

In line with UKA and UKS proposed Governance arrangements the LOC Board will be supported by a Funders Group (FG) which will be a forum for Major Funders of Championships (BCC, UKS, UKA) to share information and co-ordinate activity. The FG will provide support in the:

- Consultation/update on major variations to staging plans
- Approval of major budget variations and contingency draw down as per UKS Funding
- Agreements & SPV policy on delegated authority.
- Information and consultation on major issues of policy and strategy rights.

Levels of delegation from the LOC Board to the LOC will be agreed to allow for the efficient day to day running of the Programme in matters such as changes to the Programme whilst maintaining strong and robust governance, with thresholds for escalation from the LOC to the LOC Board to be agreed.

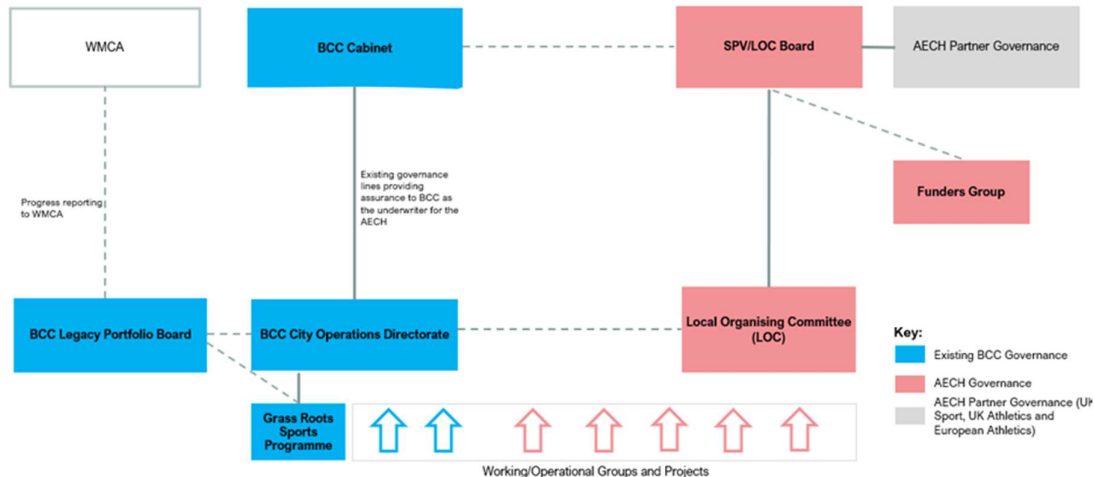
The LOC Board will be the main touchpoint feeding into existing Governance structures present in UKA and UKS (AECH Partner Governance).

A provisional Governance structure is presented in Figure 5.1.3 below. The structure illustrates how existing Governance arrangements within BCC are intended to align and feed into the temporary structures established to deliver the AECH26, this structure will be refined following the establishment of the LOC. Formal Terms of Reference (ToRs) for each group, in the temporary structure, assigning roles and responsibilities specific to the membership will be established and approved by the LOC Board as the primary approval route.

Following finalisation of any funding agreement with the WMCA, should there be requirements for representation in the Governance structure such as the Funders Group and LOC Board or the requirement for alignment with existing WMCA Governance, these will be reviewed and considered as required.

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AECH Governance Structure



As the AECH26 Programme matures, working groups, workstreams and projects will be established aligned to the LOC Functional Areas of delivery. These will be responsible for the detailed planning and day to day delivery of events planning.

5.1.4 - Operational Stage

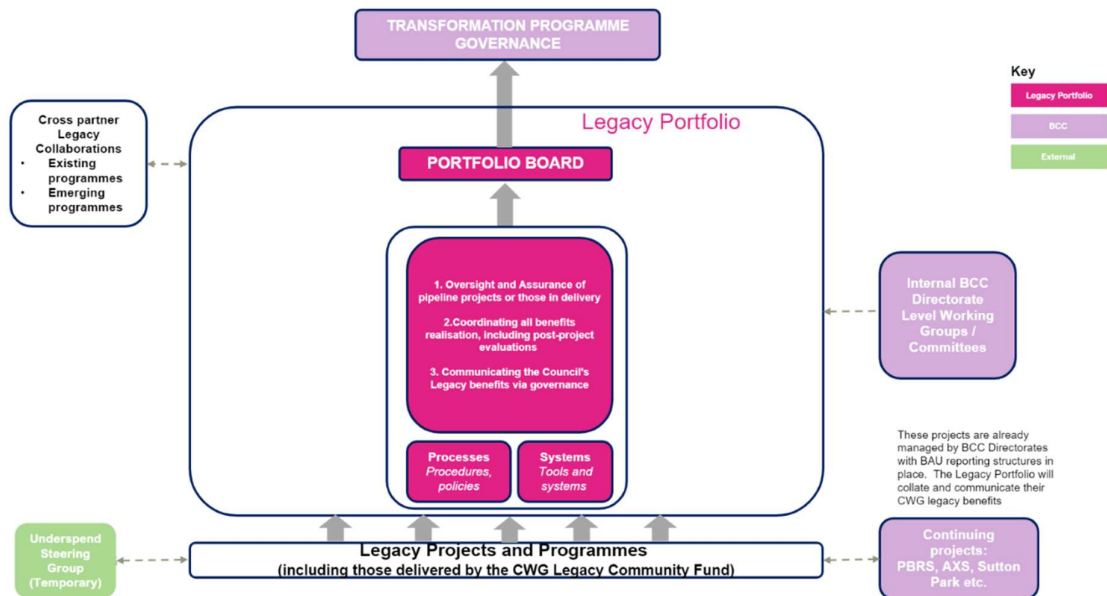
The structures and arrangements referenced above will continue to be developed as the programme moves towards the operational stage. However, oversight and robust management and governance will remain in place through both existing BCC arrangements and the LOC Board. Governance and reporting arrangements will also consider the needs of delivery partners such as West Midlands Police (WMP) and Transport for West Midlands (TfWM).

5.1.5 Grass Roots Sports Programme

The management and governance for Grass Roots Sports Programme is led by the BCC Head of Sport who sits within the BCC City Operations Directorate. The SRO for the Programme is the MD of City Operations.

The programme has existing management and governance arrangements in place through BAU BCC management and governance structures, as a programme within the BCC City Operations Directorate as illustrated in Figure 1 above. In addition, as a key deliverable of the CWG Legacy the programme is also covered by the mandate of the Legacy Portfolio, which provides an additional level of oversight and assurance as illustrated in Figure 5.1.5 below.

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5.1.6 Alexander Stadium Legacy Redevelopment

A full business case for the Alexander Stadium Legacy Redevelopment, in line with BCC Council Constitution processes and procedures, was approved by BCC Cabinet in October 2022 (See Appendix 11) following extensive consultation with DCMS and other key stakeholders. The business case set out the management procedures and controls within the Management Case.

A Project Board is in place to oversee the delivery of this project, building on the successful management of the Stadium Redevelopment Project that formed a part of the Commonwealth Games capital programme governance. The Board's responsibilities include to monitor, review, coordinate and share information on common issues impacting on the successful delivery of the capital project.

The Project Board provides monthly reports to the Project Sponsor, BCC Senior Management and the BCC Capital Board on the progress towards completion. As with the Grass Roots Sports Programme the Stadium Legacy Development as a key deliverable of the CWG Legacy is also covered by the mandate of the Legacy Portfolio, which provides an additional level of oversight and assurance as illustrated in Figure 5.1.5 above.

5.2 PROJECT SCHEDULE FOR DELIVERY

The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this FBC. Include a longstop date by which all monies for development of this FBC needs to be drawn by.



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The milestones in Table 12 below reflects the provisional position and achievement of the programme and these milestones are subject to validation by the LOC/LOC Board following their establishment. This is therefore not a baselined position.

#	Milestone	Start Date	End Date
1.	SPV Establishment, LOC mobilised and LOC Board Appointed	April 2023	March 2024
2.	Budget plan submission to European Athletics	October 2024	October 2024
3.	Ticketing plan submission to European Athletics	October 2024	October 2024
4.	AECH26 Website Launched	October 2024	October 2024
5.	Last payment drawdown completed	March 2025	March 2025
6.	Transportation plans submission to European Athletics	September 2025	September 2025
7.	Host City Volunteers Mobilised	June 2026	June 2026
8.	Test events, venue licensing and permits complete	July 2026	July 2026
9.	Championships	August 2026	August 2026
10.	Programme Close	January 2027	January 2027

5.3 PROJECT ORGANOGRAM

Insert a Project Organogram which includes distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram.

The AECH26 Programme is currently in the planning stage therefore organisational arrangements will be developed after the management arrangements and governance procedures have been finalised, as per section 5.1.

As the programme will be delivered by BCC in collaboration with its key partners and stakeholders, they too will be incorporated into the final project organogram. These include:

- Birmingham City Council
 - City Operations Directorate
 - Legacy Portfolio
- UK Athletics
- UK Sport
- WMCA/ TfWM



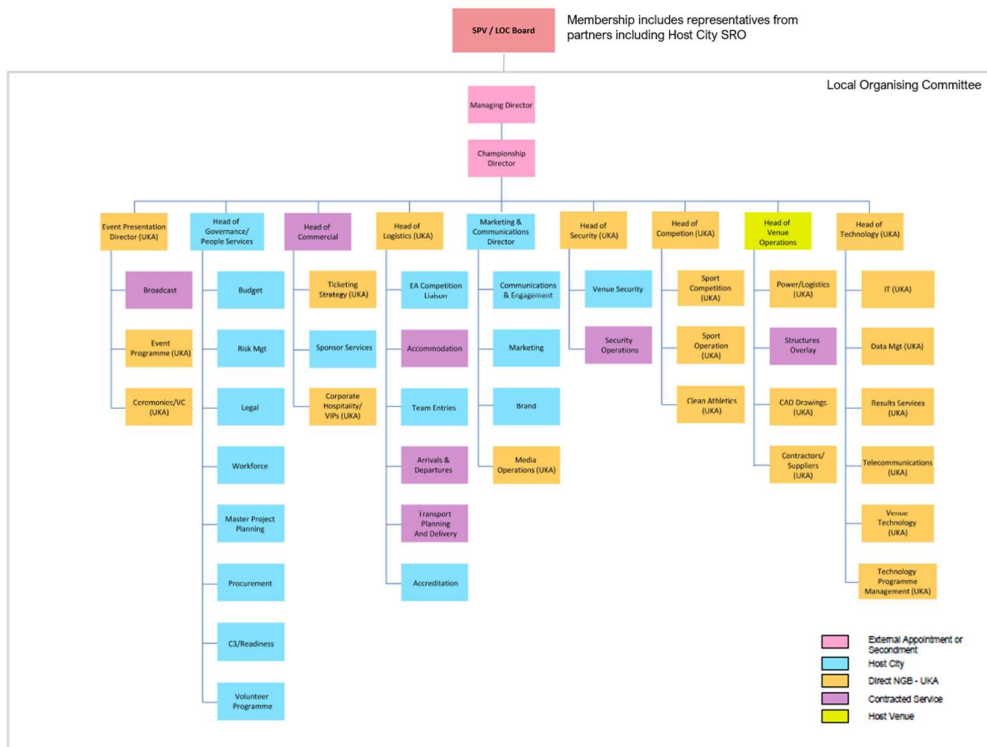
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As outlined in Section 5.1 above there will be an overarching governance structure, with project sponsors coming together to maintain alignment to the overall programme. It should be noted that overall contract responsibility will sit with the BCC CEO as the SRO in the planning stage however this will be reviewed and documented as management and governance structures are developed through the delivery and operational phases.

The LOC Board will be the highest decision level in the governance structure. The details of this Board, including the frequency that it sits to review management reports arrangements, will be determined at later stages of development.

A provisional organisational structure for the LOC is presented in Figure 5.3 below. The structure will be revisited and iterated as the programme moves through each stage. Formal Terms of Reference (ToR's) for each group and assigning of roles and responsibilities specific to the membership, will be approved by LOC Board as the primary approval route. However, this may be delegated down to the Managing Director, Championship Director or the LOC.

Figure 5.3



5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R) , Accountable (A) , Consulted (C) and Informed (I) .



Table 13

	BCC SRO	Interim COO (Position in place until LOC established)	MD City Operations	Major Events Delivery Lead	LOC
Delivery of Host City Contract Requirements	A	R	R	R	R
Ensuring effective Governance and Management arrangements in place	C	R	A	R	R
Ensuring adequate resources in place	C	R	A	R	R
Ensuring adequate budgets in place	A	R	R	R	I
Programme Objectives Achieved	A	R	C	R	R

5.5 USE OF SPECIALIST ADVISERS

Specify what support and SME advice is required from outside the project team. Include both resources inside your organisation (e.g. legal and finance) and those outside (e.g. technical consultants)

Internal SME support from within BCC in the form of legal, finance, procurement, communications etc will be engaged as required to support the delivery of the programme.

Major events delivery specialists 'Make It Happen' were engaged to support the Major Events Delivery Team in establishing key requirements for the delivery of the AECH26. The scope of their commission was to:

- Review the Organiser Agreement and provide
- A thematic summary of responsibilities / deliverables
- Key milestone dates based on the organiser agreement service level expectations
- Review the Bid Budget
- Review against the Organiser Agreement and identify any further gaps



- Identify further Good to Great options where additional funding / resources maybe required

An Interim Chief Operating Officer (COO) has been appointed (since our initial submission) on a 12-month contract for project services to work with funding partners to establish the SPV, define and set up the governance structures and associated requirements such as financial, programme and risk management. Core objectives to be delivered over the 12-month period include:

- Define and Oversee Event Governance: To support and co-ordinate any final deliverables regarding the optimal SPV delivery and governance models for the Championships with external providers. Driving the board recruitment and set up, including any sub-groups. Ensuring that the SPV and Board are established in line with the requirements set out in the Code for Sports Governance
- Define the Delivery Company: To co-ordinate the set up for the delivery company, including the drafting of the contractual framework, any required joint venture and back-to-back agreements, and company policies. Exploring and implementing options for business functions for the SPV, including HR, payroll, IT, office space, legal, financial management and audit.
- Partnership Agreements: To facilitate the conclusion of funding agreements between the SPV and funding partners and the monitoring and delivery of any relevant Conditions of Award. To align event cash flow requirements with partner funding agreements.
- Financial Management: To review the Championship budget on an ongoing basis and provide financial reporting to the AECH26 project group. To ensure that AECH26 operates within its set budgets, seeking at all times to achieve cost effective and efficient practices. To ensure that robust procurement processes are implemented in line with funding partner requirements.
- Strategic Definition: To evolved and define the core Mission, Vision, and Values of AECH26 and SPV operating company, building on the Vision and Values defined during the bid stage. This is considered a key deliverable which will be the foundations of an effective, accessible, and welcoming culture throughout the SPV, through the event lifecycle.
- Programme & Risk Management: To establish and monitor a project plan with delivery timelines, key procurement requirements, key dependencies and all obligations and deliverables within the Event Organiser Agreement from European Athletics. To maintain an actions tracker and risk register for the event, and a reporting and escalation process for the AECH Project Group (AECH Board when established) and other established governance groups. To oversee legal compliance and good practice with corporate law.
- Relationship Management: To nurture, manage and co-ordinate excellent relationships with event stakeholders on behalf of the event. This should include the set up and management of regular Project Group meetings. To ensure the effective and frequent flow of information between stakeholders



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through the timely generation of reporting requirements of the event's principal stakeholders and governance groups.

- Venue Management: To be integrated into all discussions on legacy planning for the Alexander Stadium and ensure that the AECH26 is considered within these plans, and any impact on hosting budget is understood.
- Impact: To work with partners to establish a working-group on Event Impact to ensure key partnerships are being explored, themes for the Championships' Impact plan are defined and engagement frameworks are drafted ready for delivery and implementation. To included early budget definition as required.

It is envisioned that a number of other technical specialists will be required and appointed in advance of each key stage of the AECH26 and throughout the timeline. This follows a similar model to the approach adopted for the CWG. The identification of specific requirements and the appropriate approach will be considered on a case by case basis, with consideration given to both procurement of consultancy support through an appropriate procurement route and also to recruitment (likely to be predicated on fixed term contracts).

5.6 CHANGE AND CONTRACT MANAGEMENT ARRANGEMENTS

Explain how contracts and changes will be managed with references to the WMCA Change process. The information provided should align with the Change Strategy attached with this FBC.

5.6.1 Birmingham City Council Contract Management

As outlined in Section 5.1 above the BCC CEO as SRO has overall contract responsibility in the planning stage however this will be reviewed and documented as management and governance structures are developed through the delivery and operational phases.

Procurement activity relating to the AECH26 will be undertaken by the SPV and aligned to the requirements set out in the Public Sector Procurement Regulations (PSPR), the Council's Constitution and Procurement and Contract Governance Rules (PCGR). A summary of the procurement strategy to be undertaken by the value of individual contracts is:

Contracts below the Procurement Threshold of £177,896

The procurement activity for contracts below this threshold will involve either the use of a compliant framework agreement in accordance with its rules or a tender process advertised to the open market on www.finditinbirmingham.com and Contracts Finder. Tenders will have a pre-set evaluation criterion and will be evaluated as stated in the tender documentation. A report to approve the award of contract will be authorised by the designated officer detailing the route to market and the outcome of the evaluation as a minimum. The Negotiated Process may be used where the activity is considered to meet the rules as set out in the PSPR and PCBR.

Contracts above the Procurement Threshold of £177,896



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The procurement activity for contracts above this threshold will follow the above process with the addition of the following:

- i. Cabinet will approve activity over £10m with a procurement strategy to include market analysis and procurement approach to the route to market, adherence to Government and Council policies including construction guidance, Route to Zero and social value, route to market, evaluation criteria and methodology, risk, legislative compliance, indicative award timescales and contract management approach as a minimum
- ii. Cabinet will be advised of each procurement activity in the monthly Planned Procurement Activities Report for the values between £177,896 and £10m which delegates authority to award a contract to officers.
- iii. For ii above, a procurement strategy will be approved incorporating the points in i.
- iv. All procurement activity will be advertised on www.finditinbirmingham.com, Contracts Finder and Find a Tender (except where a framework agreement is the procurement route)
- v. Following completion of the evaluation process, an award report will be produced in accordance with Regulation 67 for approval by the designated approver(s).
- vi. A Contract Award Notice will be published
- vii. The responsibility for the contract management will be by a nominated Council Officer with support from a representative from Corporate Procurement and technical advisers as appropriate.

5.6.2 LOC Contract Management

Any contract management arrangements in relation to the operation of the LOC will be established following the standing up of the LOC and suitable delegations agreed.

5.6.3 Change Management Framework

Following the recent successful delivery of the CWG the AECH26 Programme will review the learnings from the operation of the change management framework of the Games. The change management framework used in the Games will likely be revised and adopted for use in the AECH Programme.

Change management will be established and maintained across the Programme as a whole. The purpose of the change control processes within this framework are to ensure that Programme change is undertaken in a controlled manner and is subject to the appropriate level of authorisation. The Change Control strategy sets out a clear approach and principles of Change Control across the entirety of the AECH26 Programme. The Change Control process will sit alongside and complement any partner change control strategy which will be developed following the establishment of the LOC.

The diagram below (Figure 5.6.3) shows the high-level process of change control for the Programme, from when the need for a change is identified to monitoring the implementation of that change. Change Control is concerned with these 5 elements to ensure that the Programme can operate in a smooth and informed manner.



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See Appendix 1 for the change management strategy which will be further developed as the programme moves through its stages.

It is recognised that an established change management framework governed by the WMCA SAF is in operation. The funding request that is the subject of this FBC is unlikely to change as BCC is unlikely to be requesting further funding through the framework. In addition, the overall output of programme i.e. the delivery of the AECH26 is unlikely to change (unless there is postponement due to a pandemic for example) nor the timings for the event (whilst the dates for the 7 days are currently provisional there are only 2 weeks where they will be held both in August 2026). Therefore, there is very low probability of any need for change management involving WMCA.

5.7 RISK AND ISSUE MANAGEMENT

State how risk is managed and confirm that the risk register is an integral part of project management meetings. The information provided should align to both the Risk Management Strategy and Risk Register and Issue Log attached with this FBC.

5.7.1 Scope of Risk Management Application

Risk management will be practised across all relevant levels of AECH26 Programme i.e. programme, workstream and projects

The definition of workstreams and projects etc. will be developed by the Interim COO as part of the process of establishment of the SPV and will be recorded in a Programme Management Plan (or similar document).

BCC's Portfolio risk management framework will provide a key interface in terms of governance, and reporting. There is also an important interface with AECH26 partners and their risk management practice.

Risk will be measured in terms of its negative (threat) and/or its positive (opportunity) effect on risk impact measures that align with BCC's AECH26 objectives.

Issues will be managed in a similar way to risks. As with risks, issues will be recorded in registers.

5.7.2 Risks and Issues Registers



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- For management of Risks and Issues that impact on BCC's ability to deliver the AECH26 Programme.
- Reporting into Local Organising Committee (LOC), Local Organising Committee Board (LOC Board)
- Reporting into the City Operations Directorate (via BCC Portfolio risk management framework)
- Reporting into AECH Partner Governance

5.7.3 Risk Management Aims

Risk management is critically important to realising the Programme's objectives. Specifically, risk management will:

- Align the risk approach with BCC's and UK Sport, UK Athletics Programme risk appetite and/or tolerance in order to ensure AECH26 risk is managed within these expectations.
- Secure predictability of Programme objectives
- Ensure governance compliance: robust project governance through a transparent, continually improving process, and integration with the overarching programme and project governance processes

5.7.4 Principal Interfaces and Data Sources

The suggested principal data sources for risk management practice are included in Figure 5.74 below. These will iterate as the Programme matures.

Figure 5.7.4 – Principal Risk Management Data Sources



Data Source	Owner	Contribution
Partner Risk Management Principles for AECH26	Local Organising Committee (LOC)	Provides high-level and consistent RM approach for the Programme across partners
Birmingham City Council Risk Management Framework	BCC Assistant Director Audit and Risk Management	Describes BCC's risk management framework and the risk management interface with, inter alia, programmes and projects
Programme Risk Register	Major Events Delivery Team	Provide information for management at programme level and reporting to governance bodies
Portfolio Risk Register	City Operations Directorate	Provide information for management at portfolio level and reporting to BCC Governance
Change Request Register	Major Events Delivery Team	The Programme risk register will reference Change Control Register as either (a) causes of risk, or (b) risk response measures.
Programme Objectives	SRO	Inform which risk measures (e.g. cost, time, reputation, legacy outcomes) should be managed when developing and delivering Projects
Cost Plan/ Estimate	BCC Finance Business Partner	Provides reference points for judging cost risk impact assessments.
Programme Schedule	Major Events Delivery Team	Provides reference points for judging schedule risk impact assessments and for driving risk management activity

5.8 PROJECT ASSURANCE

Provide an overview of the assurance arrangements in place for this project, including:

- *Ongoing quality assurance, monitoring and reporting,*
- *planned out of directorate health checks undertaken by the WMCA Programme Assurance and Appraisal Team or other 2nd line of defence assurance team*
- *external and internal audit/government reviews and*
- *post evaluation and implementation reviews.*

5.8.1 Quality assurance, monitoring and reporting

The AECH26 Programme will be assured principally through the management and governance structure detailed in section 5.1 above.

Assurance components will include:

- Risk management in line with industry best practice – See Risk Strategy in Appendix 2
- Change management – See Change management strategy in Appendix 8
- Schedule management – See Monitoring and evaluation section below



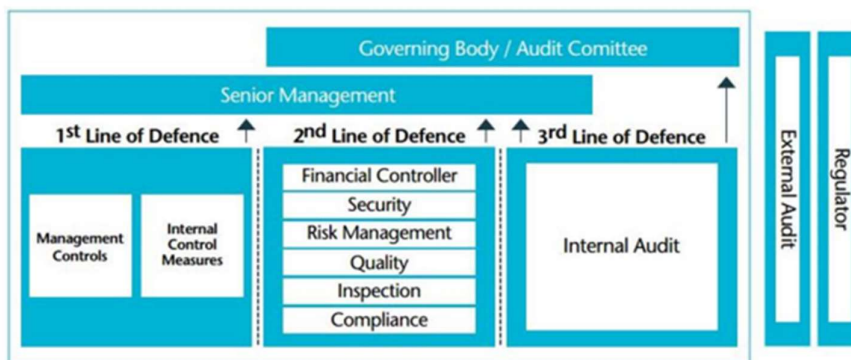
SINGLE ASSURANCE FRAMEWORK

In addition to the above the Birmingham City Council Corporate Assurance Framework provides a full outline and process description of the way in which the council gains assurance over its operations. It summarises this under the following sections:

- Purpose of the Assurance Framework
- What is an Assurance Framework
- Three Lines of Defense
- Reporting
- Annex A – Key Assurance Areas
- Annex B – Annual Assurance process
- Annex C – Assurance at Service Level

The Framework presents a Three Line Defence model to outline how responsibilities across the process are split (Figure 5.8.1). The First Line looks at how well objectives are achieved and how risks are managed, through ensuring robust reporting mechanisms are in place. Activities such as Corporate PMO (CPMO) reporting and performance monitoring will support this. The Second Line is linked to the oversight of management activities so that policy and quality arrangements are in line with what is expected. This will be more objective and independent from the activities in the First Line of Defence. The Third Line of Defence incorporates additional independent, objective assurances, focussing on internal auditing and undertaking a programme of work specifically designed to provide the S151 Officer with an independent and objective opinion.

Figure 5.8.1: Three Line Defence Model



Under the BCC Corporate Assurance Framework, each directorate is required to complete an Assurance Statement along with any supporting evidence that will cover the following:

- Risk Management
- Business Planning
- Partnership / Commissioning / Alternative Delivery Vehicles
- Compliance with Key Policies / Procedures
- Project Management
- Budget / Voyager/ VFM / Resource Savings
- Internal Control Environment



- Fraud
- Independent Assurance / Internal & External Audit
- Service Delivery / Human Resources
- Information Governance

This is subject to an audit review.

5.8.2 WMCA Assurance

It is recognised that an established Single Assurance Framework (SAF) governed by the WMCA is in operation. The AECH26 programme will provide assurance to the WMCA Programme Assurance and Appraisal Team through the BCC Legacy Portfolio reporting lines.

5.8.3 Independent External Assurance

Independent Assurance is a key element of assurance as it needed to provide the appropriate stakeholder confidence that the project/programme will meet all its objectives. The details of any requirements for independent external assurance, over and above those outlined will be determined by the SPV following its establishment. This could include, for example, reviews by The Major Projects Review Group (MPRG), if appropriate, which was used during the CWG.

Independent assurance may take the form of Expert Assurance Panels made up of external SME's in areas such as major sporting event delivery conducting deep dives into specific areas as required. These may align to stage gates, for example moving from planning into delivery or around key milestones such as the licensing of the Venue This model of Expert Assurance Panels was used successfully during the Games and details of both the makeup and operation of the panels will be available to the AECH26 programme for use.

5.8.4 Post evaluation and implementation reviews

For project assurance purposes post evaluation is identified in Section 5.11 below and implementation reviews will be determined by the LOC.

5.9 CONTINGENCY ARRANGEMENTS

Set out the contingency plans in the event of any delays or disruptions to anticipated services.

Detailed contingency plans will be developed by the LOC once established and will continue to iterate during the planning stage until the operational stage.

Contingency plans will address areas such as those outlined below:

- Public (attendee) engagement planning using learnings from the CWG to respond to delays and disruption during the operational phase of the AECH26
- Disaster Recover Planning in the case of cyber-attack targeting Stadium Critical Technology systems



Robust risk and issue management processes and procedures will be in place throughout all stages of the programme to ensure effective mitigation and thus aim to limit the required activation of contingency plans.

Readiness exercises will be undertaken which will aid in the development of robust contingency plans.

5.10 LESSONS LEARNT

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing Lessons Learnt during this project.

The delivery of the AECH26 will draw heavily on both UK Athletics and Birmingham City's Council (BCC) experience of delivering major events. BCC's learnings were captured and summarised in a series of "how to" Playbooks which set out from the Games, the approach taken and provides guidance, lessons learnt and recommendations where suitable for how BCC should deliver a future major event. As the event was delivered only recently within the organisation and with regional partners, the knowledge, skills and experiences remain strong.

BCC and UKA actively participate in the UKS Knowledge Transfer Programme which is run 4 times a year using information from all UKS funded events. This ensures continuous transfer of best practice across the major and mega event network in the UK. Learnings will also be drawn on from European Athletics and Rome, the immediately preceding host city of the Championships in 2024.

The Major Events Lead and colleagues at UKS have direct recent and relevant experience of delivering large athletics events and can use this experience to apply lessons learned to the AECH26.

Capturing Lessons Learned will be a key element of the programme management and will use processes developed for the CWG iterated to apply to the AECH26 given the differences in scale of the 2 events. The attached CWG Lessons Learned Process document (Appendix 13) provides details on the types of processes that will be used.

A lessons learned log will be kept and regularly updated by each workstream to support the surveys and workshops outlined in the Appendix 13 Process document.

It should be noted that these as with the other processes described above will be developed by the LOC following its established and will continue to iterate during the planning stage until the operational stage.

5.11 MONITORING AND EVALUATION

Set out a summary of the outline Monitoring Evaluation arrangements for the project and milestones leading to Project Evaluation.



5.11.1 – Performance Measuring

A set of key objectives have been identified for the delivery of the AECH26 and are outlined in full detail in Table 2 above.

Below outlines the objectives, broad outcomes and proposed methodology for measuring success. It should be noted that these relate to BCC objectives only and partner objectives have not yet defined and agreed.

	Objective	Outcome (further detail provided in FBC)	Proposed Method
1	Contribute to regional economic growth	Generate income within leisure, tourism, and hospitality. Enhanced skills of local people and employment opportunities.	Quantitative
2	An increase in community infrastructure	Positive step change in levels of physical activity across communities with the highest need	Quantitative
3	Address inequalities in health and inactivity	Delivery of targeted Grass Roots Sports Programme/Fund to deliver longer-term impacts. Increase access to sport and equipment, and promotion of more active lifestyles – i.e. active travel that will also contribute to achieving net-zero and better air quality.	Mixed – Qualitative and Quantitative
4	Improve the regions’ status nationally and internationally to support the city’s ambition of staging more major sporting events that meet the standards and expectations of key partners	Improved partnership working and collaboration. Strengthen status for Birmingham as a city of culture. Contribution to Birmingham’s ambition to host 8 major events between 2022-2027.	Mixed – Qualitative and Quantitative
5	Promote the West Midlands and Birmingham as a vibrant place to live, work and play	Enhanced civic pride, profile, status and collective identity of the Region. Increased reputation of the Region.	Mixed – Qualitative and Quantitative

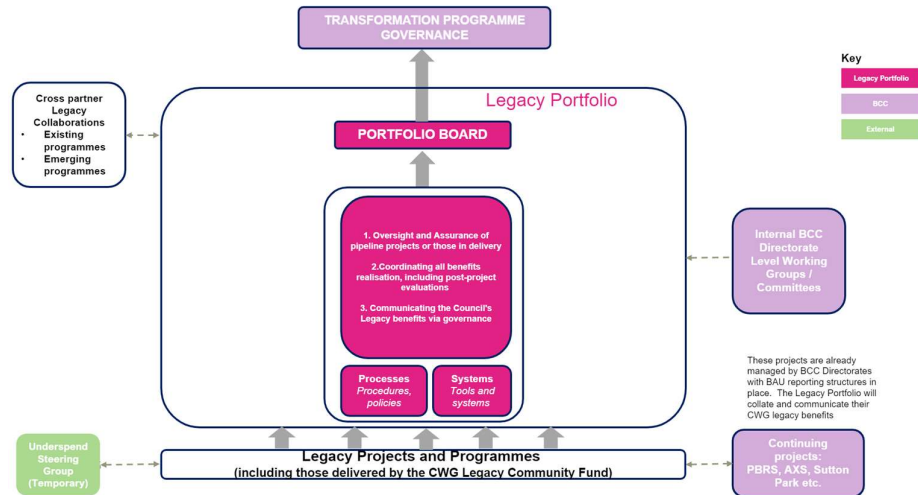
5.11.2 Previous M&E learning

BCC have taken significant lessons from the development the Commonwealth Games, 2022 ‘Be Bold’ Legacy Plan and the subsequent delivery of numerous community projects.



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Consistency in reporting was one of the key lessons learned from the delivery of hundreds of community events through Birmingham’s £6m community fund for example. BCC has since established a Legacy Portfolio reporting into BCC’s BAU Governance. The purpose of this Portfolio is to apply consistency and oversight in process for all projects and programmes that contribute to the 2022 Commonwealth Games legacy for BCC.



The Legacy Portfolio will support the City Operations Directorate in the monitoring and evaluation requirements for BCC’s respective responsibilities.

BCC and UKA actively participate in the UKS Knowledge Transfer Programme ensuring ongoing best transfer of best practice across the major and mega event network in the UK. Learnings will also be drawn on from European Athletics and Rome, the immediately preceding host city of the Championships in 2024.

5.11.3 Budget & resources for M&E

All costs associated with the monitoring and evaluation for the AECH26 will be captured in the overall budget in the Financial Case. Detailed costs are not yet known as some of the evaluation can be undertaken within BCC existing resource as part of the Legacy programme.

5.11.4 Monitoring & evaluation objectives of the preferred option

Birmingham City Council has 19 Corporate Priorities that drive the focus of each of its directorates and projects.

The AECH26 Programme and the Grass Roots Programmes both form a key part of the overall CWG Legacy objectives of BCC.

As part of establishing the Legacy Portfolio, an evaluation matrix was developed that sets out the link between the Corporate Priorities and the Legacy Indicators – see image below. This matrix will support evaluation that sits underneath. In addition to the key event objectives identified, the benefits management process (see Benefits Management Plan and



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Matrix attached as Appendix 1) will also identify the core legacy indicators met by delivering the Championships and therefore which Corporate Priorities and broader objectives are being contributed to.

	Thinking City					Aspiring City					Healthy City					Welcoming City					Green Growth City					
	DMU_00001	DMU_00002	DMU_00003	DMU_00004	DMU_00005	DMU_00006	DMU_00007	DMU_00008	DMU_00009	DMU_00010	DMU_00011	DMU_00012	DMU_00013	DMU_00014	DMU_00015	DMU_00016	DMU_00017	DMU_00018	DMU_00019	DMU_00020	DMU_00021	DMU_00022	DMU_00023	DMU_00024	DMU_00025	
Corporate Priorities																										
1. Support Economic Growth	X	X		X	X																					
2. Tackle Unemployment	X	X	X	X			X												X							
3. Attract inward investment & infrastructure				X															X	X						
4. Maximise Benefits of the Games	X	X	X	X				X	X	X	X	X														
5. Tackle Poverty & Inequalities																										
6. Empower Citizens & Enable Citizen Voice																		X	X							
7. Promote and Champion Diversity, Civic Pride and Culture																		X	X							
8. Support & Enable Young People to Thrive				X				X	X	X	X	X						X	X						X	X
9. Make the City Safer																										
10. Protect & Safeguard Vulnerable Citizens																										
11. Increase Affordable, Safe, Green Housing																							X	X		
12. Tackle Health Inequalities																										
13. Encourage & Enable Physical Activity and Healthy Lifestyles											X	X	X	X	X			X	X							
14. Champion Mental Health																		X								
15. Improve Outcomes for Adults with Disabilities & Older People																		X								
16. Improve Street Cleanliness																			X							
17. Improve Air Quality																							X	X	X	X
18. Continue Route to Net Zero																							X	X	X	X
19. Be a City of Nature																										X

UKS as a funding partner have stipulated monitoring and evaluation requirements in the form of Social Impact and Sustainability Plan (subject to approval and funding). Requirements also stipulate that the LOC will allow access to key documentation and learnings to support knowledge transfer between events on the UK Sport Major and Mega Events Programme. This should include access to information and learnings that will support any future athletics bids.

5.11.5 - M&E data collection, assessment, and quality control

The responsibility for collecting data for monitoring and evaluation will be across the partners with detailed responsibilities to be agreed following the establishment of the LOC and LOC Board. BCC have an established process (as part of the Legacy Portfolio) and source of data through the City Observatory (which will include events), but will include partners data collection for a holistic view of the benefits and impact of this specific event.

We envisage there will be a need for any project or group that is funded by or significantly linked to the championships to commit to supplying data for monitoring and evaluation. As part of the creation of the AECH temporary delivery structure we would propose the governance of data sharing and reporting be established including any M&E contractual requirement from UKA/UKS. This could also include the development of a full RACI to be developed to detail each partner or groups contribution and responsibility.

Following the proposed AECH governance structure, the sharing of data could follow two routes; either in through the LOC or via the BCC City Operations Directorate. A secure information database should be set up to ensure there is consistency in access to information.

5.11.6 M&E processes

As workstreams and projects develop through the programme timeline monitoring cycles and templates will be established with supporting operating procedures to ensure consistency and transparency in the management information being gathered and reported. These will be informed by, for example, the change strategy, risk strategy and communication strategy.



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The M&E processes will draw on cycles, templates and processes used successfully on the CWG. Workstream leads/project managers will prepare and present regular reports covering, as a minimum:

- Project, date and period covered
- Progress achieved as measured against a baselined plan and programme
- Budget status (actual vs planned)
- Risk and issue status including, impacts mitigations and trends
- Escalation of risks or issues
- Changes to baselines (including changes requiring escalation for approval)
- Activity due to be completed during the next period
- Revised forecasts for cost and schedule

The Workstream Leads/Project Managers will also undertake their own regular (likely to be monthly) checkpoints on the status of the project by working with workstream/project teams, who will have early warning of deviations from plan and other problems affecting the activity delivery and teams.

Levels of delegations to Workstream Leads/Project Managers and Teams will be established following the establishment of the LOC.

The Legacy Portfolio have established clear and consistent processes for identifying and tracking benefits (See Appendix 1). Each project, including the AECH, is required to complete the benefits tracker template as per Figure 5.11.6 below. Linking this with the three key stages established (Planning, Delivery, Operations), the monitoring and evaluation requirements will be developed and reviewed prior to the commencement of each stage, building on the data and learnings from the previous stage and adapting processes and templates where applicable.



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Project Reference	
Project Title	
Which Corporate Priority does this project link to?	
Which Legacy Indicator(s) does this project link to?	
What is the target for this indicator?	
Benefit A	
Describe the benefit this project will have?	
What is the benefit measure and/or target?	
Is there a baseline measure?	
Who will own this benefit?	
When will this benefit be realised?	
Who is the beneficiary?	
How will you evaluate this benefit?	
What is the 'stop' date for Evaluation?	Are there any partners involved in the project?
Is there any organisational legacy from this project?	
Ease of gaining data (1 = difficult, 3=Easy)	
Ease of tracking improvement (1- Difficult, 3=Easy)	
Value of the benefit (1- Low, 3-High)	
Score (0-9)	0

Top Tips and Guidance

This should be the same reference code from the Portfolio Tracker

This should be the same project title as in the Portfolio Tracker

Use Tab 3 to identify which Corporate Priority this project links to

Use Tab 3 to identify which Legacy Indicator(s) this project links to. The matrix should help you identify the Legacy indicators aligned to the Corporate Priority you have chosen.

Identify a target measure for the Legacy indicator

Once you have identified the main indicators for this project, you can now think about what benefits, impacts or successes this project will have

When describing this benefit, be succinct and think about the impact this benefit will have?

Will this be a % increase/decrease, number of people, number of visitors? Think about what is achievable and realistic within the resources and time you have.

Are you aware of a government level, or BCC level baseline measure?

Who is the person responsible for ensuring this benefit is realised?

What is the target date for when you think the benefit will be realised?

Which group of people/communities/businesses etc. are going to benefit from this project benefit?

How will you ascertain the benefit has been realised? Will that be a survey, a case study, in-depth evaluation analysis?

Key Phases driving milestones;

- **Planning phase** – up to end of 4th Quarter 2024 (FY23/24)
- **Delivery Phase** – up to 2nd Quarter 2026 (FY25/26)
- **Operational Phase** – TBD following the establishment of the LOC but likely to be up to 2 weeks prior to the event and 1 week post
- **Post event Evaluation** should be completed 4 months post-Championships

Relevant templates for evaluation reports and data collection will be developed by the LOC and distributed to resources within each workstream and project to complete.

In addition, there already exists within BCC BAU a Corporate Portfolio Management structure which is led by the Corporate PMO (CPMO). This structure ensures monitoring and evaluation of projects and programmes within Portfolios and will supplement any M&E arrangements developed for the AECH26 Temporary structure.

Following the operational stage of the event, an evaluation will be carried out as required by European Athletics (EA). This evaluation report is expected to include the following EA Key Performance Indicators KPIs:

- Tickets
- Revenue
- Financial outturn
- Broadcast viewing figures
- Accreditations issues



5.11.7. M&E partners/support officers

Birmingham City Council are one partner through the key stages: they will work closely with partners at the LOC for a holistic view of the impacts and benefits for monitoring and evaluation. During the planning stage, BCC will establish what measures require input from LOC, and other delivery partners including UK Athletics and UK Sport.

Agreements will be made to partners as to respective inputs for sharing data and contributing to the final monitoring and evaluation report.

Positions are also being resourced within the Legacy Portfolio that can provide some subject matter support to the monitoring and evaluation processes.

5.11.8 Do you have an initial set of evaluation questions to help with commissioning evaluation?

There are established objectives and evaluation framework in place for the BCC Legacy programme. The AECH26 programme falls under the oversight remit of the legacy portfolio and therefore high-level evaluation questions are already set up in the benefits forms. However, it is intended that event specific evaluation questions will respond to the objectives set out for the event. These will be developed along with the detailed benefits completed as part of the benefits management process.

5.11.9 Have you Identified your preferred Evaluation experts? – (for both Process & Impact Evaluation).

Throughout the three key stages of the programme lifecycle, the need for Monitoring and Evaluation expertise will be assessed in line with the appointment of key roles. Evaluation may be undertaken partially in house as part of the AECH26 team. Further social economic evaluation expert support has not yet been established.

MANDATORY APPENDICES REQUIRED FOR THIS FBC

The following documents must be appended to this FBC:

<i>Table 14</i>	
APPENDIX	PROVIDED (Y/N)
Benefits Realisation Plan and Benefits Register (Appendix 1) - Mandatory	Y
Risk Management Strategy (Appendix 2) - Mandatory	Y
Communications Strategy (Appendix 3) - Mandatory	Y
Risk Register and Issue Log (Appendix 4) - Mandatory	Y
Stakeholder and Communications Strategy (Appendix 5) - Mandatory	Y
Agreed Deal	N/A
Written Confirmation/s of Confirmed Funding (Appendix 6.1 and Appendix 6.2) - Mandatory	Y
Project Schedule (Appendix 7) - Mandatory	Y
Change Management Strategy (Appendix 8) - Mandatory	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	N/A
If CRSTS, DfT Additional Appendix	N/A
Letter of Support BBC (Appendix 9) – Non-Mandatory	Y
Letters of support DCMS, UKS and UKA – Non-Mandatory	Y

The following additional appendices have been included with this revised submission:

APPENDIX	PROVIDED (Y/N)
Alexander Stadium Redevelopment FBC (Appendix 11)	Y
Budget and funding summary (Appendix 12)	Y
CWG Lessons Learned Process (Appendix 13)	Y

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