Business Justification Case

Single Assurance Framework

West Midlands Combined Authority

SINGLE ASSURANCE FRAMEWORK

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

Table 1	
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	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	• 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 programme is directly aligned with WMCA's inclusive growth and net zero ambitions.	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	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.

- o *Include suitable quantification of needs/demands where possible.*
- o *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*
- o *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:

Table 3	
The 'Essential' requirements *Without these requirements, the project would not be judged to be a success i.e. the 'must have'*	It is essential for successful delivery that projects: 1. Enhance the environment in line with the themes of the CEF 2. Engage people, particularly those most affected by environmental issues
The 'Desirable' requirements *The project may justify these requirements on a value for money basis i.e the 'could have'*	It is desirable for successful delivery that: 1. Projects are financially sustainable and will not require ongoing grant. It is accepted not all projects can operate in this way though.
The 'Optimum' or 'Highly Desirable' requirements *The project may justify these requirements on a marginal low cost and affordability basis i.e. the 'nice to have'*	It is highly desirable for success that projects deliver on wider co-benefits including skills and jobs opportunities, health improvements for people.

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.

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:
    o Registered charities
    o Charitable Incorporated Organisation
    o Constituted Community groups
    o Companies Limited by Guarantee with charitable aims
    o Community Interest Companies
    o Co-operatives – registered Community Benefit Societies and
    o registered Industrial and Provident Societies
    o 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 COMBITION 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:

Table 7	
Social Benefits and Costs (with ranges)	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. 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: - 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. 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: • 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.

	• 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.
Whole Life Public Sector Costs of Preferred Option (£m) (aligned to Section 3.2 below)	The total public sector costs will be £1.2m. 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.
Value for Money Judgement (why is this option being chosen over others)	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: 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

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.	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:

Table 9				
	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:

Table 10	
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 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

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.

Table 11		
	Status *(Secured / Not Secured)*	**£M**
Revenue	Not secured	£1.2m
Capital	n/a	-
Total		£1.2m

Table 12				
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:

Table 12	
Funding Type *Grant / Cashflow (repayable) / Underwrite*	*Grant*
Funding Commencement Date	*01/04/23*
Funding Completion Date	*31/03/25*
Basis of Reimbursement	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. The grant awards will be paid up front to successful applicants. The costs for the grant administrator will be paid quarterly in arrears, whilst WMCA's internal costs will be paid monthly.
Any Conditions Precedent? *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)*	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.
Order in which WMCA Funding is to be drawn *1st/2nd/3rd*	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 SUCESSFULLY 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 a 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.

#	Milestone	Start Date	End Date
Table 15			
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.
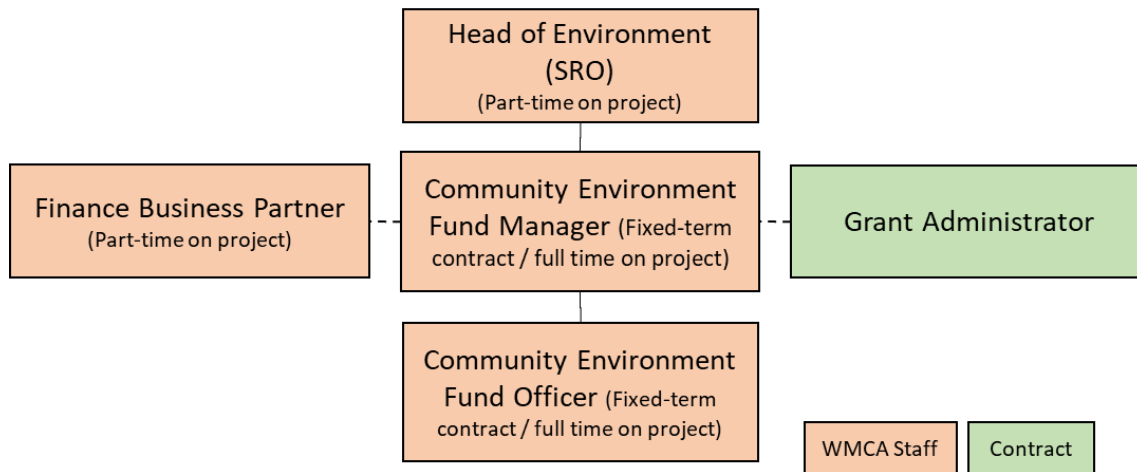
The current Community Green Grants Officer post has been a fundamental part of making the current programme a success, in particular reaching out to community groups and encouraging applications. We will retain the post to support delivery of the CEF until March 2025 (renamed to Community Environment 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 RESPONSIBILITES

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 MANAGMENT

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):

   o 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.

o The Grant Assessment Panel will review from a technical and delivery angle, and make a decision on awards including where further information is required.
o 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	- 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	- 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	- 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	- Community gardens - Pocket parks - Community allotments - Wellbeing projects (mental health support, therapeutic activities, social prescribing) - Green corridors
Circular economy	- 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	- 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	- Area of climate vulnerability (People/Infrastructure/NE) - IMD - Population of vulnerable age groups - Principles of adaptation: sustainable, proportionate, collaborative, effective, efficient, equitable (UKCIP)	- 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

Environment al awareness	• Number of people engaged / trained • Type of engagement and link to policy / strategy objectives • Sustainability of programme beyond funding	• 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

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 t the project team on a monthly basis and to the Energy and environment Board on a quarterly basis.

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

SINGLE ASSURANCE FRAMEWORK

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

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
	Strategy, Integration and Net Zero / Community Environment Fund BJC / Project Risk Register										**Residual Risk Score**			
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	Unforseen 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 decsription has been prepared and we will go out to recruitment as soon as possible after funding has been received to minimise delays/issues with recruimtent. 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

Dates subject to funding approvals between DCMS and WMCA

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