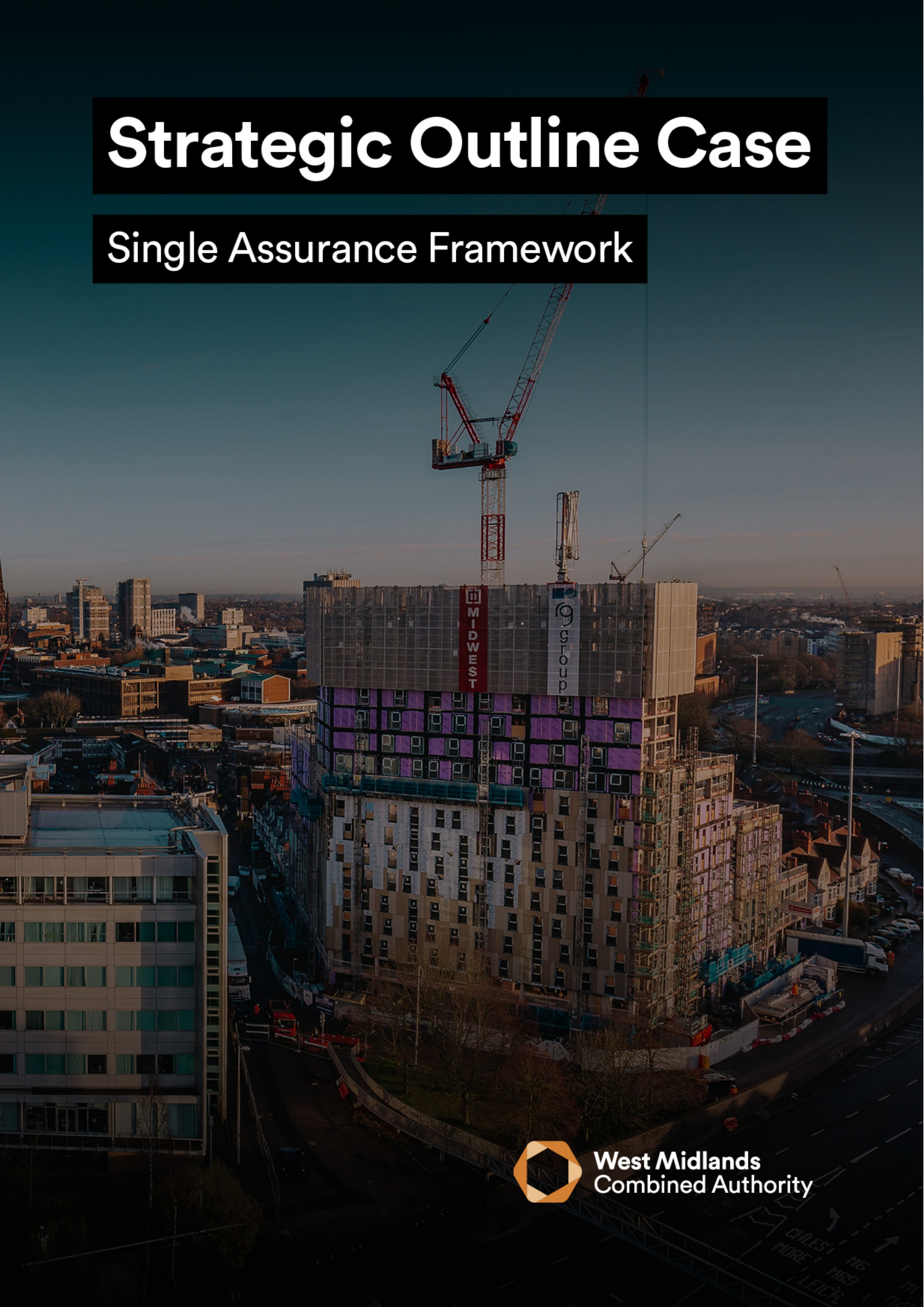


Strategic Outline Case

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
--	--	--	---------------------

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>	
--	--	--	--	---	--	--

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

<i>Table 4</i>						
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
----	---	---

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		
--	--	--------------------------------	--	--

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

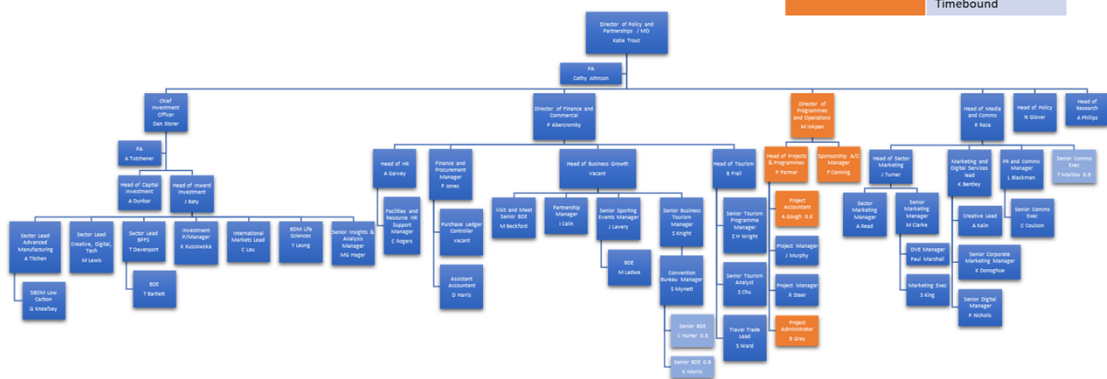
5.3 PROJECT ORGANOGRAM

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>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