

# Business Justification Case

## Single Assurance Framework



West Midlands  
Combined Authority

**BUSINESS JUSTIFICATION CASE**

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

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

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

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

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

<b>PROJECT DETAIL</b>			
<b>Project Name:</b>	CWG LEF		
<b>Programme Name (if applicable)</b>	CWGLEF – Trade, Tourism and Investment – Jobs and Skills and Wellbeing and Sustainability – Mental Health Commission		
<b>Directorate (if WMCA internal):</b>	Economic Delivery, Skills and Communities		
<b>Organisation (if WMCA external):</b>	n/a		
<b>GOVERNANCE</b>			
<b>If external to WMCA, when was this project approved by your internal governance?</b>	n/a		
<b>STAKEHOLDER INVOLVEMENT</b>			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
<b>Senior Responsible Owner (SRO):</b>	Clare Hatton		
<b>Programme SRO (if applicable)</b>	Clare Hatton		
<b>WMCA Executive Director:</b>	Dr. Julie Nugent		
<b>Finance Lead:</b>	Phil Cole		
<b>Legal Representative:</b>	Angela Willis		
<b>Procurement Lead:</b>	Brad Benson		
<b>Other (i.e. HR / Health &amp; Safety):</b>			
<b>VERSION CONTROL</b>			
<b>Version:</b>	<b>V3</b>	<b>Date:</b>	<b>2 May 2023</b>
<b>BJC Prepared by:</b>	<b>Lisa Hamilton</b>	<b>Job Title:</b>	<b>Snr Delivery Manager</b>

## EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES

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

This BJC sets out the Jobs and Skills activity that will be delivered through Commonwealth Games Legacy Enhancement Funds (CWGLEF).

This brings together 2 CWGLEF funding streams: £0.9m Wellbeing and Sustainability and £4.85m Jobs and Skills, in order to ensure activity is aligned whilst also maximising benefits and outcomes across both areas. Delivery activity will support the response to the Mental Health Commission's recommendations as set out in their report to the Wellbeing Board on the [6<sup>th</sup> March](#) and the actions as set out in our WMCA [Regional Skills Plan](#).

This funding will be double devolved to our 7 Local Authority Partners over the 2-year period on an equal basis.

The announcement of the additional Commonwealth Games Legacy Funds will provide funding focused on Employment Support activity across our region, including delivery of activity in response to the Mental Health Commission's recommendations. Critically, employment support is a key area that receives limited funding, this has been further exacerbated by the end of EU ESIF funding across the region. Whilst UKSPF does provide funding support in this area, the value of this is significantly less across the region, which will have a major impact on our local authority partners ability to deliver employment support programmes going forward. The CWG LEF will enable us to maximise UKSPF spend by utilising CWG legacy funding in specific projects which will form part of a blended offer of employment support inc. UKSPF projects, Multiply and AEB.

The 2022 CWG included extended support for youth and learning, including a Jobs and Skills Academy project which was aimed at supporting priority groups to access volunteer opportunities created by the Birmingham Organising Committee for the 2022 Commonwealth Games (OC). With an overall aim of establishing volunteering habits, improving workforce skills and preparedness for work, increasing levels of community volunteering and improving levels of cohesion by bringing together different groups. Critically, these activities, outcomes and impacts spanned a number of CWG Mission Pillars, and the activities had specific linkages to the Bring People Together Mission Pillar.

The CWG Jobs and Skills Academy was designed to help the region grow and succeed through increasing the skills, opportunities and employment preparedness of residents in the West Midlands. By providing training in Games-related skills, supporting access to Games-related opportunities, and supporting access to future employment pathways for West Midlands residents. The Academy sought to increase the employment, productivity and GVA of Games-related sectors in the region. As with the Jobs and Skills Academy, the Volunteering Programme aimed to support regional growth and success by providing high quality work experience, volunteering and skills development opportunities for people living in the region.

The Programme objective was to improve the employment prospects of priority groups leading to an increase in the number of employed people in the region in the medium to long term.

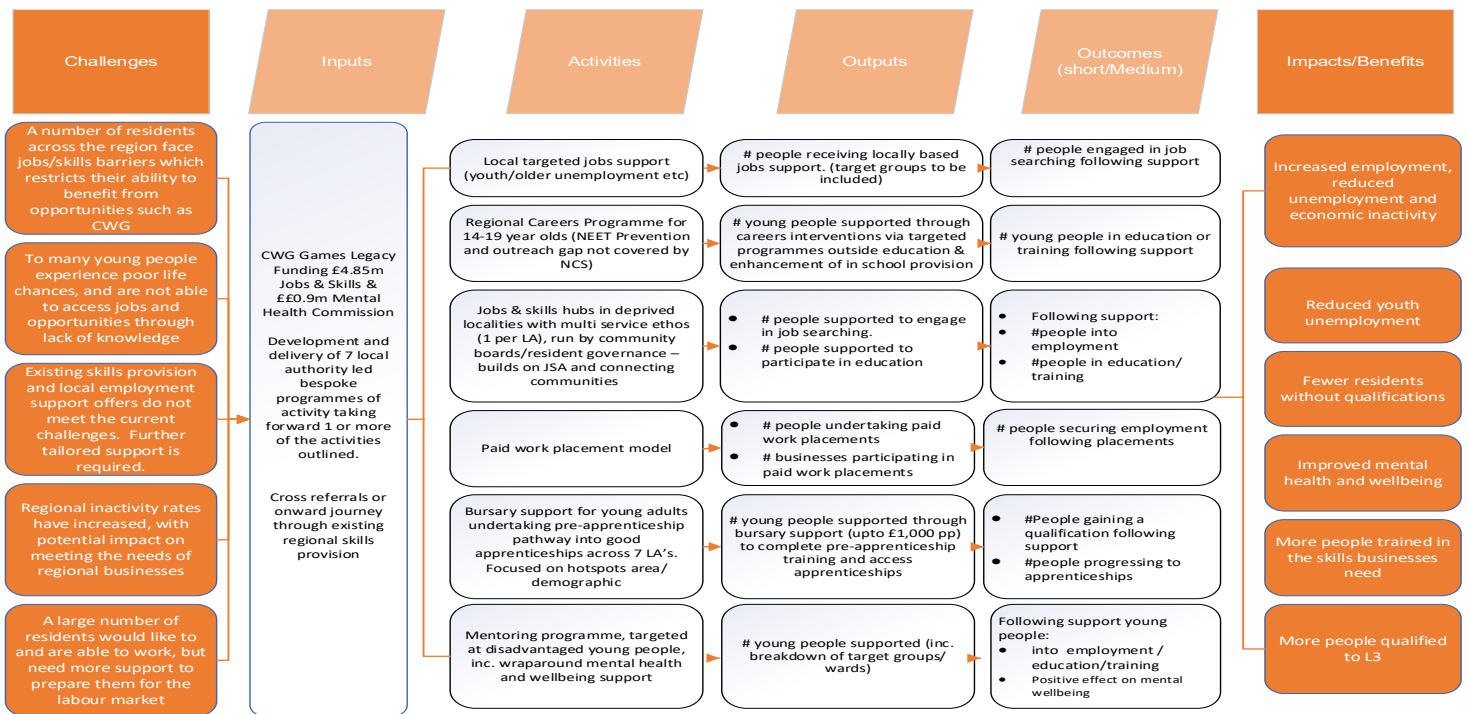
The CWG Legacy Fund – Jobs, Skills, Mental Health and Wellbeing, will build on the projects delivered in 2022. It will address barriers identified for those residents that do not benefit from the economic prosperity in the region and the opportunities that major events like the CWG bring to region.

Initial discussions have progressed with LA leads and a short-list of 6 projects have been agreed for Jobs and Skills activity. Recognising the different challenges and need within local areas LA's will be able to choose which of these activities would be of most benefit and will meet their own local needs and priorities.

A summary of the short-listed activities, which LA's will be able to choose from is set out below:

<b>Summary</b>
Local targeted jobs support (youth/older unemployment etc)
Regional Careers Programme for 14-19 year olds (NEET Prevention and outreach gap not covered by NCS)
Jobs & skills hubs in deprived localities with multi service ethos (1 per LA), run by community boards/resident governance – builds on JSA and connecting communities
Paid work placement model
Bursary support for young adults undertaking pre-apprenticeship pathway into good apprenticeships across 7 LA's. Focused on hotspots area/demographic
mentoring programme, aimed at providing targeted training, volunteering and employment opportunities to disadvantaged young people across the region, which amongst other things, supports their mental health and wellbeing through the provision of 'wrap around' support.

The table below provides a theory of change to summarise the overall programme activities and deliverables.



Oversight of delivery will be provided by the WMCA Regional Skills Board, the Wellbeing Board will also be provided with updates on delivery activity.

## FINANCE SUMMARY

<b>Finance Summary</b>		<b>BJC (£ million)</b>
<b>Total Project Cost:</b>		5.75
<b>WMCA Funding Required:</b>		5.75
<b>WMCA Funding Stream:</b>		CWGLEF
<b>Funds Secured:</b>		0
<b>Funds Not Secured:</b>		5.75

## 1 - STRATEGIC CASE

*PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE*

## 1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

The SMART objectives set out below relate directly to the mobilisation and delivery of the 6 jobs and skills activities set out in the summary. Notably there will be additional benefits achieved through the wider legacy fund activity, where a number of cross cutting themes have been identified. In particular within the Economy, Trade and Tourism Pillar we expect to see increased events at a local and regional level of significant scale, thus providing our regional residents with potential opportunities for work placements, volunteering or employment. The EAC in 2026 brings significant opportunities to Birmingham and the wider region and again through the support provided by this jobs and skills programme more residents will be skilled and able to benefit from the opportunities this will bring.

The CWG Legacy Fund – Jobs and Skills/Wellbeing and Inclusion will address barriers identified for those residents that do not benefit from the economic prosperity in the region and the opportunities that major events like the CWG bring to region. Despite improved skills provision and strong local offers of employment support there are many people who need more tailored and localised support to help them on their journey towards the labour market. Many are outside JCP services currently but would like to and are able to work and need support to prepare them for the labour market opportunities. Our inactivity rates have increased, and we will only meet the needs of business if we are able to increase participation by these groups of people. Equally too many young people experience poor life chances based on their circumstances alone. Many are not able to access the jobs and opportunities through lack of knowledge, awareness and social capital to do so and too many, especially post pandemic are experiencing mental health challenges that further hamper their ability to move into the careers they want.

This programme seeks to underpin the aspirations set out for our residents and businesses across the CWGLEF pillars.

**Table 2**

## SINGLE ASSURANCE FRAMEWORK

#	Objective	Quantitative Baseline (Nov-Jan 23 WMCA)	Target UK	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Increased employment, reduced unemployment and economic inactivity	Employment 74%  Unemployment 4.5%  Inactivity 22.5%	Employment 75.5%  Unemployment 3.7%  Inactivity 21.3%	LA delivery of activities as defined in the short list of options including targeted activity on disadvantaged groups and mental health and wellbeing support.	More people will be engaged in job searching. Increased numbers of people going into education or training. More people moving into employment. More people progressing onto apprenticeship programmes.	Ensure everyone has the opportunity to benefit
2.	Reduced Youth Claimant (18-24) in local areas	7 Met 22,355 (7.9%); Birmingham 11,120(8.6%); Coventry 2,095 (4.9%); Dudley 1,765 (7.5%); Sandwell 2,495 (8.7%); Solihull 755 (5.0%); Walsall 1,915 (8.5%); Wolves 2,205 (10.3%)	% to be reviewed at set points throughout programme delivery.	LA delivery of activities as defined in the short list of options including targeted activity on disadvantaged groups and mental health and wellbeing support.	More people will be engaged in job searching. Increased numbers of people going into education or training. More people moving into employment. More people progressing onto apprenticeship programmes.	Ensure everyone has the opportunity to benefit
3.	Fewer residents without qualifications	CWGLEF will be aligned to the delivery of wider skills funding streams inc. AEB, FCFJ, SPF, Multiply (as set out in Skills Programme Business Case). Learner journey would expect to include onward progression and delivery of the outputs/outcomes for these respective programmes.				Ensure everyone has the opportunity to benefit

**1.2 EXISTING ARRANGEMENTS AND BUSINESS NEEDS**

The funding for this programme is to be double devolved to local authority partners. A key challenge faced by our partners across the region is limited availability of employment support funding. This is largely due to the end of European Funding and the limited funds now available through UKSPF.

The WMCA has been working with LA employment and skills leads over the past 12 months in order to consider what an employment support offer should include, what has worked in the past and what didn't and how the current climate has changed post covid and the cost-of-living crisis. LA's have identified areas of risk and challenges including; targeted youth employment being lost due to current limited funding; opportunities to look at employment and skills funding more holistically and a set approach to support learner journeys; increased activity/resources in areas of highest need (locally prioritised); improved collaboration with other organisations such as DWP, housing providers and social care; different types of engagement and outreach approaches; opportunities to provide incentives; opportunities for integrated mental health and wellbeing support.

The CWGLEF provides our LAs with the opportunity to be able to deliver a jobs and skills programme that builds on their existing knowledge and understanding of their local areas. Addressing the challenges faced whilst aligning with regional priorities and identifying new and innovative approaches to engage with residents who are furthest from the market, whilst building in wrap around support offers for mental health and wellbeing.

**1.3 PROJECT SCOPE AND SERVICES**

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

<i>Table 3</i>	
<p><b>The 'Essential' requirements</b></p> <p><i>Without these requirements, the project would not be judged to be a success i.e. the 'must have'</i></p>	<p>CWGLEF Core funding.</p> <p>Robust local delivery plans.</p> <p>M&amp;E reporting to WMCA.</p> <p>Skilled staffing resources to undertake delivery activity/or approved commissioning route set out.</p>
<p><b>The 'Desirable' requirements</b></p> <p><i>The project may justify these requirements on a value for money basis i.e the 'could have'</i></p>	<p>Local events, marketing and promotional activity.</p> <p>Evaluations.</p> <p>Case Studies.</p>
<p><b>The 'Optimum' or 'Highly Desirable' requirements</b></p> <p><i>The project may justify these requirements on a marginal low cost and affordability basis i.e. the 'nice to have'</i></p>	<p>Awards or celebration events</p>



1.4 KEY RISKS

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

The information provided should align to the Risk Register and Issue Log attached with this BJC. (The Directorate Risk register attached covers wider PBC level risks for skills programmes)

*Table 4*

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	The total £5.75m is not spent within the pre-determined programme timescale, meaning funds have to be paid back to central government.	3	2	6	Clare Hatton	WMCA will appoint a dedicated CWG M&E officer and project officer who will monitor delivery progress across the 7 LA's including reviews of spend and performance data on a regular basis.
2	Local projects do not align with the overarching activities, outputs and outcomes, resulting in benefits and impacts not being achieved.	3	2	6	Clare Hatton	The WMCA skills team will work with LA partners to review local project proposals as they are evolved and during delivery in order to support in their development and ensuring on-going alignment.

### 1.5 CONSTRAINTS

Specify any constraints that have been placed on the project.

The [WMCA Board report of the 17<sup>th</sup> March 2023](#), clearly sets out the total funding to be awarded to Jobs and Skills and Mental Health Commission. Including support to the Commission's recommendations and alignment with the Jobs and Skills Programme.

Oversight of this programme will be provided by the Skills Board.

The programme will align with the programme level evaluation framework to include;

- Improved skills and employability of local workforce
- Positive effect on reported levels of mental wellbeing

Consideration will also be given to social value/Inclusive Growth Framework/Carbon Reduction where applicable.

Quarterly payments will be made based on expenditure incurred. This will be managed through a back-to-back funding agreement, which would include a clause around claw back and performance as standard.

Additional conditions may be set out in the T&C issued by DCMS which will need to be considered.

### 1.6 DEPENDENCIES

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

N/A

**2 ECONOMIC CASE**

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

**2.1 CRITICAL SUCCESS FACTORS**

*Table 5*

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1	Grant Funding Agreements for CWGLEF to be issued as a priority (following approval of receipt of funding to WMCA)	To enable LA's to commence mobilisation and delivery – supporting delivery of all objectives
2.	LA to understand mental health and wellbeing impacts on local residents (particularly post Covid-19 and cost of living crisis) and delivery of targeted activity to provide wraparound support.	Improved mental health and wellbeing
3.	LA ability to provide focused, targeted activity to those who are harder to reach/less engaged inc. Knowledge and understanding of barriers and challenges faced by residents in local areas that restricts their ability to benefit from opportunities and existing support offers	Increased employment, reduced unemployment and economic inactivity. Reduced youth unemployment.
4.	A selection of programmes that enhance and build on existing offers, ensuring no duplication and opportunities for onward progression and where able, enhancing these offers.	More people qualified to level 3. More people trained in the skills businesses need. Fewer residents without qualifications.
5.	5,000 people supported through locally based employment support and careers interventions.	Increased employment, reduced unemployment and economic inactivity. Reduced Youth Claimant (18-24) in local areas.

**2.2 BENEFITS APPRAISAL**

(See Theory of Change on P5)

*Table 6*

#	Benefit	Benefit Type	Beneficiary
1.	Improved skills and employability of local workforce.	Quantifiable/ Economic	Local residents and businesses
2.	Improved mental health and wellbeing/ Wellbeing - Positive effect on reported levels of mental wellbeing	Qualitative / Social	Local residents



## SINGLE ASSURANCE FRAMEWORK

3.	More people trained in the skills businesses need	Quantifiable / Economic	Local residents and businesses
4.	Increased employment	Quantifiable / Economic and Social	Local residents and businesses
5.	Reduced unemployment and economic inactivity	Quantifiable / Economic and Social	Local residents and businesses

### 2.3 VALUE FOR MONEY ASSESSMENT

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

<i>Table 7</i>	
<b>Social Benefits and Costs</b> (with ranges)	SROI £5.55 : £1
<b>Whole Life Public Sector Costs of Preferred Option (£m)</b>	£31.9m
<b>Value for Money Judgement</b> (why is this option being chosen over others)	Option 3. Will provide the WMCA with the maximum opportunity to achieve VFM as set out above.

### 2.4 OPTIONS ANALYSIS AND APPRAISAL

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

<i>Table 8</i>			
Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
1.	Run an internal grant award bidding processes for external organisations to apply into	S	N
2.	External commissioning through DPS against a regional specification	R	N
3.	Double devolved to LAs to allow local priorities and need to be addressed	S	Y
4.	Do nothing /BAU	R	N

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

<i>Table 9</i>				
	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>Net Costs</b>  (capex and opex)	£5.75m	£5.75m	£5.75m	£0
<b>Benefits that arise</b>  (monetary and non-monetary)	All of the benefits as set out in 2.2 table 6 would be achieved but at a reduced %	All of the benefits as set out in 2.2 table 6 would be achieved but at a reduced %	All of the benefits as set out in 2.2 table 6 would be achieved	none
<b>Risks associated</b>	Delivery, financial loss, economic, political and reputational risks identified due to potential delays in mobilising activity	Delivery, economic, financial loss, political and reputational risks identified due to potential delays in mobilising activity.	Delivery	Reputational risk

## 2.5 RECOMMENDED / PREFERRED OPTION

Option 3 is our preferred approach, adopting a double devolved model will ensure that LA partners are able to shape provision to focus on local need and priorities. They will have a sound understanding of their local areas and existing support offers that can be aligned to local provision to maximise benefits and outcomes. The WMCA Skills Team already operate this model for skills funding and programmes such as UKSPF and Multiply, giving LA's a local autonomy whilst still aligning with regional and programme priorities. The approach will enable LA's to build on existing resources and local programmes and shape projects to deliver against outputs whilst meeting local challenges and need.

Option 1 may deliver innovative responses from private or VCS providers but will limit the delivery window due to a need to establish and run this process internally and then award grant agreements. This option will also likely increase in-house costs in order to appoint resources to support the process. As such this option was rejected.

Option 2 as per option 1 this approach will delay mobilising and will be more resource intense internally, there is a chance that limited or poor bids may be received meaning we are not able to fully achieve outputs/outcomes or fully spend within required timelines. External providers will not necessarily have the level of local understanding required for tailored/bespoke activity in areas of most need. This option was rejected.

Option 4. Was rejected as there is a clear regional need for employment support funding and activity.

### 3 COMMERCIAL CASE

#### COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

##### 3.1 EXPECTED OUTPUTS

Our LA partners have proposed the following outputs, further discussions are progressing with partners in order to confirm outputs for numbers 3, 6 and 8.

<i>Table 10</i>		
<b>Output 1</b>	Number of people receiving locally based jobs support ( <i>target groups to be included i.e 50+, wards</i> )	1982
<b>Output 2</b>	Number of young people supported through careers interventions via targeted programmes outside education & enhancement of in school provision	3484
<b>Output 3</b>	people supported to participate in education	TBC
<b>Output 4</b>	people supported to engage in job searching	454
<b>Output 5</b>	people undertaking paid work placements	100
<b>Output 6</b>	businesses participating in paid work placements	TBC
<b>Output 7</b>	young people supported through bursary support (up to £1,000 pp) to complete pre-apprenticeship training and access apprenticeships	70
<b>Output 8</b>	young people supported (inc. breakdown of target groups/wards) (Health and Wellbeing)	TBC
<b>Total:</b>		<b>6090</b>

##### 3.2 ROUTE TO PROCUREMENT AND EXISTING RULES AND REGULATIONS

This funding will be double devolved to our 7 Local Authority partners. If procurement activity it is anticipated that they will already have a sound understanding of the marketplaces ability to provide these goods or services.

##### 3.3 CHARGING MECHANISM

Working with our WMCA finance business partner a payment profile will be agreed for the 2 year funding period, this will replicate payment profiles that have already been put in place for other skills programmes. It is usual (where there is a full 12-month period) to award funding each quarter. The first quarter is paid in advance on signing of funding agreement and then reconciled against actual financials and performance for the following quarters. Subject to when the funding is confirmed and agreed this model will be applied to this CWGLEF.

##### 3.4 RISK APPORTIONMENT

See Skills PBC Risk Register. Noting that as this funding is double devolved risks are mitigated through a back-to-back funding agreement with LA partners.

#### 4 FINANCIAL CASE

##### AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case

#### 4.1 CAPITAL AND REVENUE FUNDING STATEMENT

A summary of the overall affordability of the project and the funding that has been secured to date must be provided. All secured funding identified below should be verified by a written confirmation attached to this BJC with details of any conditions etc.

	Status	£M
<b>Gross Costs</b>	Not secured	5.75
<b>Revenue</b>		5.75
<b>Capital</b>		0
<b>Total</b>		5.75

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
DCMS	5.75m		Not Secured	CWG Legacy Enhancement Fund
<b>Total</b>	<b>5.75m</b>			

**Table 13**

Financial Summary				Profile % Y1/2
	Yr 1 Funding	Yr 2 Funding	Total	
Birmingham	£ 320,685.70	£ 481,028.57	£ 801,714.27	40-60
Coventry	£ 400,857.14	£ 400,857.15	£ 801,714.29	50-50
Dudley	£ 400,857.14	£ 400,857.15	£ 801,714.29	50-50
Sandwell	£ 400,857.14	£ 398,857.15	£ 799,714.29	50-50
Solihull	£ 401,076.85	£ 403,580.86	£ 804,657.71	50-50
Walsall	£ 320,685.70	£ 481,028.58	£ 801,714.28	40-60
Wolverhampton	£ 282,742.85	£ 518,970.86	£ 801,713.71	33-77*
WMCA M&E resource support	£ 68,528.58	£ 68,528.58	£ 137,057.16	50-50
<b>Total</b>	<b>£2,596,291.10</b>	<b>£3,153,708.90</b>	<b>£5,750,000.00</b>	

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

£70m of new funding has been secured from DCMS following a significant underspend on the Birmingham 2022 Commonwealth Games. £5.75m of this budget has been pre-emptively allocated to the activity set out in this BJC and provisionally approved in December 2022 and March 2023 WMCA Board meetings.

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

<i>Table 12</i>													
<b>Funding Type</b> <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>												
<b>Funding Commencement Date</b>	<i>01/07/2023</i>												
<b>Funding Completion Date</b>	<i>31/03/2025</i>												
<b>Basis of Reimbursement</b> <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Quarterly in arrears payments to be made against actuals.												
<b>Any Conditions Precedent?</b>  <i>e.g. securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	HM Treasury requires the CWGLEF to be spent within this Spending Review period, which runs to 2024/25.  A section 31 payment will be ringfenced by DCMS to the CWGLEF. WMCA understand that the grant will be for revenue expenditure and will ensure that detailed business cases are for revenue-based projects with any capital funding needing to be funded from alternative sources.												
<b>Order in which WMCA Funding is to be drawn</b>  <i>1<sup>st</sup>/2<sup>nd</sup>/3<sup>rd</sup></i>	Indicative annual allocations for LA partners are set out in table 13. Financial Summary. This will be divided over quarterly periods aligned to the schedule of DCMS assurance and monitoring as set out below: <table border="1" data-bbox="810 1664 1385 1984"> <thead> <tr> <th>FY</th> <th>Month</th> <th>Assurance</th> </tr> </thead> <tbody> <tr> <td>23/24</td> <td>July 2023</td> <td>Quarterly reporting shared with DCMS</td> </tr> <tr> <td>23/24</td> <td>October 2023</td> <td>Quarterly reporting shared with DCMS Deep dive session</td> </tr> <tr> <td>23/24</td> <td>January 2023</td> <td>Quarterly reporting shared with DCMS</td> </tr> </tbody> </table>	FY	Month	Assurance	23/24	July 2023	Quarterly reporting shared with DCMS	23/24	October 2023	Quarterly reporting shared with DCMS Deep dive session	23/24	January 2023	Quarterly reporting shared with DCMS
FY	Month	Assurance											
23/24	July 2023	Quarterly reporting shared with DCMS											
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23/24	January 2023	Quarterly reporting shared with DCMS											



## SINGLE ASSURANCE FRAMEWORK

	23/24	March 2024	Quarterly reporting shared with DCMS Deep dive session
	24/25	July 2024	Quarterly reporting shared with DCMS
	24/25	October 2024	Quarterly reporting shared with DCMS Deep dive session
	24/25	January 2024	Quarterly reporting shared with DCMS
	24/25	March 2024	Quarterly reporting shared with DCMS Deep dive session
<b>Work streams for which WMCA Funding is available to be drawn against</b>  <i>e.g. all / workstream 1, 3 and 4 etc.</i>	all		

### 4.3 BORROWING SUMMARY

Please state if any element of the project costs is to be financed by borrowing. (No).

None

### 4.4 CASHFLOW

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

<i>Table 14</i>				
Year (fiscal)	Q1/2 2023	Q3/4 2023/24	Q1/2 2024	Q3/4 2024/25
<b>Income (£)</b>				
Revenue		1,725,000.00	2,012,500.00	2,012,500.00
<b>Expenditure (£)</b>				
Revenue		1,725,000.00	2,012,500.00	2,012,500.00
<b>Net position</b>				



### 4.5 STAKEHOLDER SUPPORT

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

Proposals have been discussed and considered by the WMCA LA Skills Officers Group.

## 5 MANAGEMENT CASE

*CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS*

### 5.1 MANAGEMENT AND GOVERNANCE

Recognising that the programme brings together 2 CWGLEF streams from Jobs and Skills and Mental Health Commission oversight will be provided by the WMCA Skills Board with regular updates being provided to the WMCA Wellbeing Board.

To ensure ongoing oversight including monitoring of performance and delivery of local activity, the WMCA ESC Directorate will appoint 2 dedicated CWG LEF resources: 1 x Monitoring and Evaluation Officer and 1 x Project Manager. Funding for these posts will be secured through a small percentage taken from directorate programmes including the Jobs and Skills £4.85, the Mental Health £0.9m and the £3.25 High Growth Programme.

The directorate use the corporate Change Management process in respect of projects and programmes that are in delivery. Therefore, any changes that are requested locally will be reviewed against the overall programme level tolerances. Impacts on financial, outputs or outcomes will be progressed through a WMCA SAF Change Request [WMCASAF Change Control Process v2.0](#)

A Theory of Change/Benefits Plan has been included in the Executive Summary and clearly outlines challenges and how through the activities set out we anticipate delivery of a number of benefits. Outputs and outcomes will be agreed with each local authority based on the projects they progress locally. The WMCA will review and assess outcomes aligned to the objectives set out in this business case. Working with our LA partners we will continue to develop and evolve this and agree outcome measures to be used to assess final impacts at programme end along with qualitative data such as case studies.

### 5.2 PROJECT SCHEDULE FOR DELIVERY

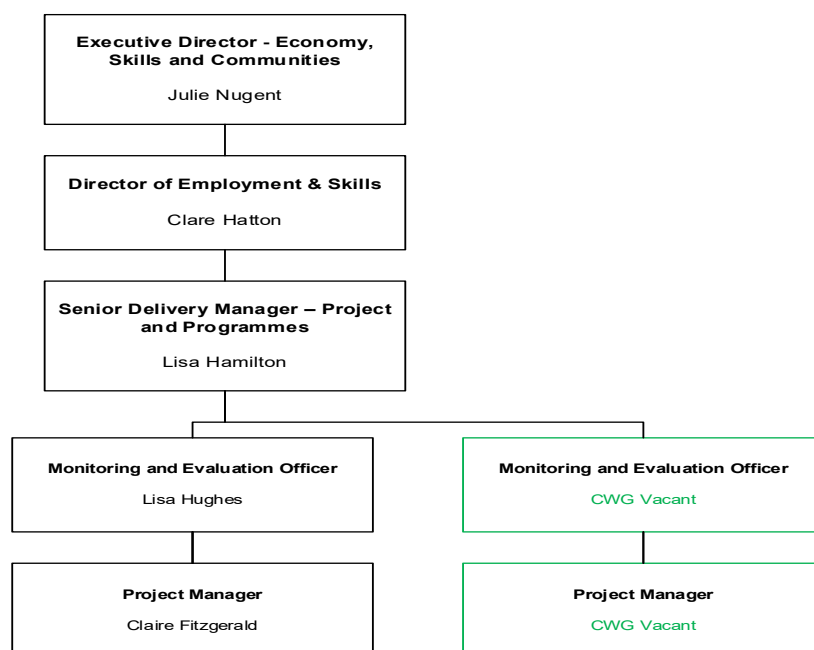
The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this BJC. Include a longstop date by which all monies for development of this SOC needs to be drawn.

Table 15

#	Milestone	Start Date	End Date
1.	Meet LA Skills Leads to further evolve CWGLEF proposals locally and approaches to local evaluations	12 April 2023	12 April 2023
2.	LAs to provide further detail on local projects, including outputs and outcomes	12 April 2023	28 April 2023
3.	WMCA to compile local delivery schedules to be issued with Grant Funding Agreements	April 2023	5 May 2023
4.	WMCA receive DCMS funding agreement	April/May 2023	May 2023
5.	WMCA sign off funding agreement	April/May 2023	May 2023
6.	WMCA develop back to back funding agreement to be issued to LA's	May 2023	June 2023
7.	Back to Back Funding Agreements Issued to LA's inc. local delivery schedule	June 2023	June 2023
9.	LA's commence delivery activity	July 2023	
10.	Monitoring and Reporting cycle	July 23	March 25
11.	Delivery activity ends	31 March 2025	

### 5.3 PROJECT ORGANOGRAM

The organogram below sets out internal resources only, as the funding is being double devolved to LA's who will have their own local structures for managing delivery.



**5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES**

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

<i>Table 16</i>						
	<b>Executive Director ESC</b>	<b>Director of Skills</b>	<b>Snr Delivery Manager Projects and Programme</b>	<b>CWG M&amp;E Officer</b>	<b>CWG Project Mngr</b>	<b>LA's</b>
<b>Snr level oversight &amp; approval of payment awards with S151</b>	A	R	C	C	C	I
<b>Reviews of performance and Spend</b>	I	A	C	R	R	I
<b>Submission of local M&amp;E reporting</b>	I	I	A	R		R
<b>Day to day monitoring of activity and reporting</b>	I	I	A	C	R	C
<b>Reporting to Boards</b>	A	R	R	C	C	I

**5.5 USE OF SPECIALIST ADVISERS**

Support will be required by WMCA finance and legal teams. Including legal support for the development of the back-to-back funding agreement to be issued to LA's and finance support to develop payment profiles, set up new budget/cost codes, and have oversight of programme level performance and financials inc. review/sign off of financial returns completed by LA's to evidence actual spends.

HR support will be required to support the recruitment of the new CWG roles.

LA's will manage requirements for any specialist/SME support or staffing resources required to deliver the project as part of the double devolved model.



#### 5.6 RISK AND ISSUE MANAGEMENT

Each LA will be required to establish a local risk register, this will inform a programme level register which feeds into our ESC Directorate Register (copy attached).

Risks will be reviewed during performance meetings with LA's in order to review if risks have escalated or being mitigated.

At a Director level we have clear processes in place for escalation of risks through our Snr Management Team and if required these can be added to the Corporate Risk Register if significant risks are identified as aligned to our internal risk processes (ie. Where the WMCA have little or no appetite).

#### 5.7 PROJECT ASSURANCE

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

As the funding is to be double devolved to LA requirements for assurance checkpoints will be built into back-to-back funding agreements issued.

An Operational Plan will be issued to LA to set out further specific requirements that are outside the back-to-back funding agreement and will include full M&E requirements and timelines.

#### 5.8 CONTINGENCY ARRANGEMENTS

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

LA's are currently considering financial/delivery profiling – noting that 50/50 may not be viable either due to the overarching programme financial requirements (30/70 award) or their own local circumstances, noting several have advised that they expect existing employment support funding to end by q3/4 of 2023. In the event of delays, we have the opportunity to re-profile LA activity and funding so this enables activity to start during q3 or q4 of year 1 and then progress over 2024/25 financial year to 31<sup>st</sup> March.

Performance monitoring will be in place and any risks in respect of delays in local delivery or potential underspends will be escalated if the LA is unable to resolve this.

#### 5.9 LESSONS LEARNT

Employment support and jobs and skills activity has been largely funded through European Funding to date, extensive research and evaluations have been carried out on these projects and LA partners and the WMCA have a sound understanding of projects that did or did not work well in their areas.

An employment working group has already considered some of these challenges and the projects set out for local delivery build on this, critically through double devolution of this

funding LA's will be able to ensure that activity is tailored to meet local need, including targeted interventions in priority wards or to priority cohorts.

### 5.10 MONITORING AND EVALUATION

A template will be issued to each LA for M&E reporting, to include the outputs and outcomes as set out in these BJC (based on local projects to be delivered).

Monthly progress reviews will be carried out and bi-monthly or quarterly M&E returns will be required (this will depend on DCMS reporting timelines).

The M&E templates will include a risk register and financial spreadsheet, LA will be required to include actual and forecast data on their returns, in order for the WMCA to be able to review progress to date and potential year end performance against the grant schedules issued.

The LA Skills Group will be consulted on the appropriate level of evaluation that will be required for the programme in order to shape future delivery activity in this area, this may require a WMCA commissioned evaluation.

### MANDATORY APPENDICES REQUIRED FOR THIS BJC

The following documents must be appended to this BJC:

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