

# 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 Trailblazer Programme		
<b>Programme Name (if applicable)</b>			
<b>Directorate (if WMCA internal):</b>	Strategy, Integration and Net Zero		
<b>Organisation (if WMCA external):</b>			
<b>GOVERNANCE</b>			
<b>If external to WMCA, when was this project approved by your internal governance?</b>	<p>The project and its associated £5million budget was approved by the WMCA Board on 17<sup>th</sup> March 2023.</p> <p>The Delivery Agent, United by 2022 and its Board of Trustees confirmed its commitment to the programme on 30th March 2023.</p>		
<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>	Claire Dhami		
<b>Programme SRO (if applicable)</b>	Bethan Stimpson		
<b>WMCA Executive Director:</b>	Ed Cox		
<b>Finance Lead:</b>	Aqeel Rizvi		
<b>Legal Representative:</b>	Nigel Channer		
<b>Procurement Lead:</b>	Brad Benson		
<b>Other (i.e. HR / Health &amp; Safety):</b>	Carla Shephard – Communications		
<b>VERSION CONTROL</b>			
<b>Version:</b>	Version 2	<b>Date:</b>	20/04/2023

<b>BJC Prepared by:</b>	<b>Bethan Stimpson</b>	<b>Job Title:</b>	<b>CWG Head of Legacy (Inclusive Communities)</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

The B2022 Organising Committee and its Games partners have successfully delivered a series of successful legacy and benefits programmes, with a particular focus on inclusion and removal of barriers to entry. There is a track record and shared ambition to continue delivery of these programmes where evidence of positive impact is clear. The Legacy Trailblazer programmes will be delivered by United by 2022 (UB22), the Official Games Charity responsible for local regional impact and rights owners for the Intellectual Property and Brand Assets of these programmes.

Programmes selected for extension are amongst those published in the Games Legacy Plan and Our Legacy publications. The cost for ongoing delivery of these projects until March 2025 is £5million. Projects include:

- Critical Mass – an inclusive dance programme, supporting young people with disabilities to access dance-based activities and performance opportunities across the West Midlands.
- Gen22 – a youth social action programme, aimed at empowering young people aged 16-24 to make real change in their own communities.
- Volunteering – maintaining the regional asset that is the ‘Commonwealth Collective’, meeting a local demand for volunteers, and positioning the region as a viable host for future major events.
- Bring the Power – schools and community-based youth programme, delivering workshops and upskilling teachers to maximise the educational opportunities presented to young people, particularly girls and SEND young people in the West Midlands.
- Social Value – connecting private and third sector organisations to maximise community impact and corporate social value in a measurable and quantitative way.

Risk level across this budget profile is low, with a significant proportion of costs being largely known through successful delivery of programmes to date and set up costs already absorbed. However, detailed budgeting and alignment with wider Fund priorities are ongoing and will influence the final budget allocated.

FINANCE SUMMARY

<i>Table 1</i>	
<b>Finance Summary</b>	<b>BJC (£)</b>
<b>Total Project Cost:</b>	£5,000,000
<b>WMCA Funding Required:</b>	£5,000,000
<b>WMCA Funding Stream:</b>	DCMS CWG Legacy Fund
<b>Funds Secured:</b>	0
<b>Funds Not Secured:</b>	£5,000,000

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

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

<i>Table 2</i>					
#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)
1.	Provide personal and professional development opportunities to underrepresented groups	30,000 hours of social action  150 disabled young people offered development opportunities connected to dance  140 community organisations engaged in personal and professional development	To put places (particularly with higher deprivation) and people with SEND, Women and Young People at the centre of Games legacy activity.	<b>Bring the Power</b> Focus areas to include promotion of women and girls in sport and being inclusive of those with SEND. Specific action to provide opportunities and upskilling sessions to these underrepresented groups.  <b>Gen22</b> Aimed at young people aged 16-24 who face significant barriers (e.g., criminal record, young carer). Action to provide volunteering opportunities, mentoring and guaranteed references to add to CV's.	The projects in the pillar particularly the Bring the Power youth programme Critical Mass and Gen22 will enable people from across the West Midlands to be given opportunities to develop both personally and professionally.

## SINGLE ASSURANCE FRAMEWORK

				<p><b>Critical Mass</b> An inclusive dance project bringing together disabled and non-disabled people through dance sessions. Actions to empower organisations to design more inclusive processes and focus on attraction of relevant project participants.</p> <p><b>Social Value</b> This programme will create a network of community organisations, empowering them to provide services and support directly to most underrepresented groups through effective capacity building. Action to ensure engagement with a diverse range of community partners.</p>	
2.	Improve the connection between private and third sector organisations to maximise community impact and corporate social value	140 community organisations engaged in personal and professional development	Trebling a Community Network of smaller organisations set up by Birmingham 2022 from 140 to 420 and using United By 2022 as a broker in securing partnerships between big and small organisations.	The Social Value strand will engage private sector organisations and third sector organisations, acting as a broker for engagement and support between the two. Private sector organisations can provide support, knowledge and skills to the third sector organisation, allowing	Organisations engaged in the UB22 Social Value project will be supported to access project funding to implement apprenticeships), access best practice/thought leadership, and introduce complementary partnerships both within the third and private sectors.  Individuals engaged in activities of network



**SINGLE ASSURANCE FRAMEWORK**

				them to develop and build capacity.	organisations and their communities will benefit from this increased experience and capability.
3.	Empower Young People to make real change in their own communities	30,000 hours of social action  150 disabled young people offered development opportunities connected to dance  50 children engaged per schools workshop	Enable up to 150 16-24-year-olds to complete a 30-hour volunteering and self-development programme.	Gen22 will work with organisations to promote social action in communities and allow young people to decide what changes they would like to see in their own community, with Ideas Made Real allowing young people to bid in directly with their social action ideas.	As the youngest region in Europe, UB22 will ensure that young people have access to various opportunities via its Gen22 and Bring the Power projects. Both projects will facilitate engagement with community organisations who could help to open doors for relevant young people.
4.	Meet regional local demand for volunteers, helping to position the West Midlands as a viable host for future major events	11,000 volunteers engaged through B2022, with 4,000 having already expressed interest in future opportunities  140 community organisations engaged in personal and professional development	Creating a new regional digital platform, which will put out various Volunteering opportunities – targeted to those who were part of the Commonwealth Collective.	A digital portal has been created to allow volunteers to sign up and have access to a number of upcoming events requiring volunteers. Action to promote this digital service to both organisations requiring greater voluntary support and individuals seeking volunteer placements. UB22 will target big events in the West Midlands, e.g., the B2022 Anniversary Festival as well as community based voluntary demand.	The award-winning Commonwealth Collective has given the West Midlands a major asset, in those wanting to continue to give back their time in communities. The aim of the digital platform will be to grow those numbers and a centralised hub which anyone can access.  The digital portal should support in improving consistency of volunteering strategy and opportunities across the West Midlands.
5.	Provide credible and consistent community upskilling	140 community organisations engaged in personal and	To use the Trailblazer projects to create opportunities for community upskilling,	Community capacity building workshops consisting of bid-writing and	Individuals will have increased opportunity to

## SINGLE ASSURANCE FRAMEWORK

	opportunities to individuals, enabling them to make informed decisions about their futures	professional development	including voluntary and paid activity.	development for community partners as part of the Social Value trailblazer project.  Bring the Power will be holding CPD and upskilling workshops to enable development of teachers and youth workers.	engage with upskilling activities.
6.	Expanding the number of organisations capable of receiving and effectively using funding to support wider programme objectives	140 community organisations engaged in personal and professional development	To use programmes; particularly Gen22 and Bring the Power to help increase the number of powerful projects which are funded and can make a difference.	Gen22 will look to continue funding grassroots organisations that promote sports and culture with social action.  Bring the Power will also continue their work in funding grassroots programmes that focus on sport and cultural engagement of young people.	The intended outcome be to expand the number of organisations and in the process, open up their options for funding of work. The approach used Birmingham 2022 Festival has seen a significant increase in funding for cultural organisations in the region. UB22 will seek to replicate this success; particularly on projects/organisations offering upskilling opportunities to local residents.
7	Contribute to increased feelings of civic pride in Birmingham and the West Midlands region	N/A	To further benefit from the catalyst B2022 provided in helping to raise people's positive perceptions about the West Midlands.	Gen22 gives young people who may not normally feel engaged or connected to their community an opportunity. By contributing to a social action project, the young people can feel increased feelings of civic pride in Birmingham and the West Midlands region.	Individuals will continue to benefit from projects catalysed by the Game Trailblazer projects have been specifically selected to enable participation from individuals of a range of backgrounds, with a focus on those who may have historically been less engaged.



				The Volunteer Digital platform is a means to continue engagement with the Commonwealth Collective, and for the Collective to continue to play a part in building up civic pride.	
--	--	--	--	--	--

### **Alignment with WMCA Inclusive Growth Priorities**

The WMCA's Inclusive Growth Priorities, link to the Trailblazer Programmes in a number of ways.

Gen22 and Bring The Power have Education and Learning at the heart, through both programme's being focused on schools and young people seeking opportunities to fulfil their potential.

The Critical Mass programme focuses on Equality and Power and Participation, as a result of the dance cohort being a fully inclusive of disabled and non-disabled people.

The Volunteer platform will be connecting communities, with opportunities stretching right across the West Midlands region and it being a platform for all those interested in volunteering or those who have given voluntary service.

Connecting Communities will also be the same for the Social Value strand and its plan to treble the number of organisations part of the Community Network set up for Birmingham 2022. This also ties into Inclusive Economy, as a result of the partnerships which will be formulated between organisations of all sizes and the economic benefits which will come from such collaboration.

#### **1.2 EXISTING ARRANGEMENTS AND BUSINESS NEEDS**

The proposal included in this BJC represents a new investment in five pre-selected Commonwealth Games projects. There is no existing business as usual activity within the WMCA in this area.

The delivery agent for these projects has been pre-defined as the United by 2022 Legacy Charity (UB22) – the official Birmingham Commonwealth Games charity. UB22 is led and staffed by individuals who previously worked for the B2022 Organising Committee (OC).

UB22 is a newly established charity, and therefore direct evidence of previous delivery is limited. However, the organisation was established for the specific purpose of continuing legacy impact driven by the Organising Committee and its partners. The team is comprised entirely of ex-OC Legacy team colleagues, responsible for the significant positive legacy impact resulting from the Games. This has resulted in a transfer of knowledge and skills to the legacy charity, as well as a firm understanding of the scope and objectives of each of the five trailblazer projects which this funding

will cover. Further details of the impact achieved can be found in the Games Legacy Plan, included as an Appendix to this BJC. The UB22 team, lead by Chief Executive Nicola Turner, were responsible for the generation of more than £80million in funding in the run-up to the Games, and oversaw successful delivery of 12 legacy workstreams, from which the best five were selected to go forwards as Trailblazer projects.

WMCA has a four-year history of project delivery working alongside the OC. The commissioning of these projects via UB22 will continue WMCA’s contribution to the Games’ ongoing legacy ambitions, securing positive public perception.

WMCA has been selected as the recipient body for £70million of the Games underspend. There is a public expectation that much of this funding will be used to secure continuation of proven and existing Games projects. The ‘trailblazer’ projects considered in this BJC is the primary mechanism for the WMCA to achieve this objective. UB22 is the sole organisation within the West Midlands with the right to use Games branding and Intellectual Property. Investment in these projects via UB22 will ensure WMCA, and by extension DCMS’s ongoing alignment with and commitment to known projects.

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

- Ensure everyone has the opportunity to benefit: the selected delivery agent, UB22, will continue to operate the funded projects in alignment with the Games’ mission statement; ‘the Games for everyone’.
- Promote inclusive economic growth in every corner of the region: projects are designed to be inclusive and accessible to residents across the wider West Midlands, with specific consideration for marginalised groups, including but not limited to those from ethnic minority backgrounds, SEND backgrounds and individuals facing socio-economic barriers.
- Develop our organisation and our role as a good regional partner: WMCA’s investment in these projects will facilitate additional engagement from wider regional stakeholders, including funders, local authorities, and private sector investors.

### 1.3 PROJECT SCOPE AND SERVICES

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

Table 3	
<p><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>It is essential that a suitable delivery agent be awarded the full £5million investment. This agent has been identified as UB22, the official Games legacy charity. For the impact and reputational management required under this BJC, branding continuity is essential, and therefore UB22, as the rights holder of these branding assets is the only viable delivery option.</p>

## SINGLE ASSURANCE FRAMEWORK

	<p>It is also essential that the programme is delivered within the mandates time frame (by March 2025) and to budget (£5m).</p> <p>Receipt of the full £5million in funds as set out in the cashflows included under item 4.4 of this BJC is essential for successful delivery. Projects, and interplay between them, have been specifically designed to maximise outreach and impact. The £5million budget set out in this BJC already reflects significant budget cuts (from £8million) and efficiencies and represents the lowest budget feasible to enable successful delivery of programme objectives.</p> <p>It is also essential that this proposal contains all five of the Trailblazers projects set out in further detail below. There are significant overlaps and dependencies between projects, with particular emphasis on comprehensive coverage of regional community feeling and engagement. It is widely acknowledged that the Games received some criticism from some of these communities, largely resulting from gaps in the funding landscape, and perceptions that some areas/groups did not receive the same positive impact as others. This proposal has been specifically designed to mitigate these concerns, addressing, and plugging acknowledged gaps, and seeking to level the playing field across the West Midlands.</p> <p>The ability to use Games assets is also essential, as this creates a distinct link to the Games and will ensure communities feel there has been a legacy from the Games. The Games Legacy projects also hold considerable pull for organisations and will increase engagement and involvement from them. UB22 holds the IP for these programmes and also has use of Perry the mascot which will enforce the link to the Games.</p>
<p><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>It is hoped that a longer-term solution, including investment from the private sector will enable UB22 to continue delivery of the Trailblazer projects beyond March 2025.</p> <p>The community engagement work completed by UB22 will be used to inform ongoing community relationships directly by WMCA. Cross connectivity with CA planned Community Engagement work is desirable.</p> <p>As above, the budget initially proposed for this programme was £8million. Following initial feedback from WMCA Board and local authority leaders, this budget has undergone significant review and drive for efficiency that has resulted in the revised lower budget of £5million.</p>



## SINGLE ASSURANCE FRAMEWORK

	<p>The £3million reduction that resulted from this process would extend the scope and reach of the programmes, allowing them to support more beneficiaries across the West Midlands. This additional funding could also improve community engagement efforts, which could result in a better ability to engage with the most underrepresented communities.</p>
<p><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>No further funding requests are proposed for this programme.</p>

1.4 KEY RISKS

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

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

Table 4							
ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Service/Business Risk?	Risk Owner	Mitigation
01	Functionality of the volunteering portal – A large influx of volunteers on the platform could result in technical issues and therefore a reduced quality of service.	3	3	A	Service	Nicola Turner	<p>To mitigate this risk, UB22 will undertake a phased launch of the platform. Initially inviting a smaller cohort of volunteers to sign up to the platform will allow the digital platform to be tested more robustly by users before it is opened up to wider volunteers.</p> <p>UB22 has also included a Volunteer Legacy Project Officer within its proposed staffing structure with significant technical knowledge of the platform system and with a strong relationship with the platform provider. This will ensure any technical issues will be recognised and resolved swiftly.</p>
02	High attrition of volunteer sign ups – Those on the volunteer platform will have the opportunity to sign up to the portal, which may result in high attrition from the original database to resulting sign ups.	4	3	A	Service	Nicola Turner	<p>The project plan for the launch of the volunteer platform includes the procurement of MarComms support to develop engaging communications that will evoke the spirit of the Games and encourage volunteers to sign up for the platform.</p> <p>Via a phased launch, there will be a small initial cohort of sign-ups, and the success stories from these sign-ups will be used to encourage further engagement and onboarding to the platform.</p>

## SINGLE ASSURANCE FRAMEWORK

							In its phased launch, the platform will reach its milestone to open to the general public, not just former Games volunteers and applicants. This will allow for a wider pool of people to be engaged with the offering. If there is high attrition from the volunteer database to the volunteer platform, this milestone could be moved forward.
03	Low number of volunteering opportunities on the portal – This could cause lack of interest among the volunteers, and they would find no motivation to keep themselves engaged on the portal.	4	2	A	Service	Nicola Turner	<p>There are a considerable number of upcoming events happening in the region that UB22 will look to connect with, ensuring that there is ongoing interaction in the volunteering space.</p> <p>The existing staff on the volunteer platform have engaged with a wide range of events and local volunteering organisations to ensure a pipeline of potential opportunities is mapped out.</p>
04	Staffing and capacity for trailblazer programmes – UB22 resourcing is limited and there may be difficulty in mobilising and launching events at the current staffing capacity.	3	3	A	Service	Nicola Turner	<p>The youth programmes team will be outsourcing workshop delivery to an external provider. This will allow staffing resource to be focused on other delivery activity.</p> <p>UB22 will employ staff to support outreach activity, and where further resource need is identified will look for solutions such as contractors and/or temporary staff.</p>
05	Spending of funds within the spend window – a lengthy or complicated procurement and contracting process will reduce the time available to spend the funds. With a hard stop in March 2025, delays at the start may result in an underspend.	4	4	R	Service	Nicola Turner	The Delivery Agent will ensure a significant financial planning and monitoring framework is in place so that processes can run smoothly. Where substantial funds are in question, UB22 will ensure all due diligence has been appropriately undergone with potential suppliers to prevent delays to payments.
06	Underspend or overspend on the overall budget – there is a risk	4	3	A	Business	Claire Dhami/	A monthly spending projection will be made to ensure spending is in line with the cash flow projections.

## SINGLE ASSURANCE FRAMEWORK

	UB22 could have an underspend or overspend on the programme.					Bethan Stimpson	Regular monitoring of spending, and reporting on this from UB22 to the WMCA will mitigate this risk and flag any potential over or underspend.
07	Criticism of the direct grant going to a single organisation – The WMCA could receive criticism for directly granting the Trailblazer programme to UB22.	3	3	A	Business	Claire Dhami/ Bethan Stimpson	UB22 is the only organisation in the region with the intellectual property to deliver the programmes and has staff with existing knowledge of the programmes.  A strong public comms presence will reassure members of the public that funds are being appropriately spent to continue programme delivery.
08	DCMS procurement restrictions – If procurement restrictions only allow West Midlands based suppliers, the Critical Mass contractor would be outside of this scope.	4	3	A	Business	Claire Dhami/ Bethan Stimpson	If there is a regional restriction on the suppliers to deliver programmes, this will have to be mitigated through a tri-partite agreement with UB22, the supplier FABRIC and a contractor. As FABRIC is West Midlands based this would mitigate any arising issue but could result in some timeline delays due to a more complex arrangement.
09	Low number of sign-ups to Critical Mass - There is a risk that due to the delivery gap in the project from its last engagement from the Games to delivery in April, there is high attrition. A low number of sign ups to the project could impact Critical Mass' ability to deliver a performance for the One Year On Festival	4	3	A	Service	Nicola Turner	Onboarding the same contractors and suppliers who have networks within former and existing Critical Mass participants, as well as potential new participants would mitigate this risk.  In addition, early promotion of the project and engagement with participants would help mitigate this risk.
10	Short initial delivery timescales for Critical Mass –  The One Year On Festival is an immovable milestone for the Critical Mass project. This means the timescales to ensure there is a Critical Mass performance at the Festival are tight. Delays to the	4	3	A	Service	Nicola Turner	Clear understanding of timescales and procurement restrictions will help ensure there are no delays to the start of the programme. UB22 will also pre-engage contractors and suppliers so contracting and onboarding with them can be completed quickly. This may include doing due diligence checks before contracting.

## SINGLE ASSURANCE FRAMEWORK

	start of the programme could result in Critical Mass not being able to perform at the Festival						<p>Careful monitoring of the project timeline in programme management meetings will highlight the status of this risk.</p> <p>A final mitigation for Critical Mass would be to find an alternative event for the first performance for this cohort.</p>
11	<p>Short initial delivery timescales for Bring the Power –</p> <p>In order to deliver workshops or activity in the Summer 2023 term, Bring the Power will have a short initial delivery timescale. Delays to the start of the programme could result in a lack of delivery activity in this term</p>	4	3	A	Service	Nicola Turner	<p>Clear understanding of timescales and procurement restrictions will help ensure there are no delays to the start of the programme. UB22 will also pre-engage contractors and suppliers so contracting and onboarding with them can be completed quickly. This may include doing due diligence checks before contracting.</p> <p>Bring the Power may have to reduce its scope of Summer 2023 activity if timelines were delayed but could increase activity and engagement in Autumn to counteract this.</p>
12	<p>Low engagement from young people due to incentives – Young people enrolled onto Gen22 receive incentives to encourage their participation. In its first iteration part of this package was a pair of Games tickets. A new incentives package needs to be developed that has an exciting offering to encourage young people to sign up and take part</p>	3	3	A	Service	Nicola Turner	<p>The team will work with regional events, and other contacts to develop an incentives package that works for young people.</p> <p>Consultation with young people will also help to build the right type of incentives for their needs.</p>
13	<p>Delays to payment of funds from WMCA to UB22 results in operational delays (e.g. inability to recruit and retain staff), driving a reduction in delivered programme</p>	5	2	A	Business	Claire Dhami/ Bethan Stimpson	<p>Funds outlined in this BJC will be paid to UB22 in a timely fashion. The WMCA Finance Director will support with up front cashflow allocation to enable prompt commencement of committed activity.</p>



## SINGLE ASSURANCE FRAMEWORK

	outcomes within the defined timescales.						Ongoing regular finance reviews to monitor spend and ensure it is in line with projections will take place in line with the process set out in the Assurance section of this BJC.
	Contractual terms between WMCA and UB22 must align with those in the Agreement between DCMS and WMCA. With visibility of DCMS terms not expected until June 2023, and the potential for a cash prepayment to be made to UB22 in advance on June, there is a risk that suitable terms are not put in place to satisfy any DCMS mandated conditions.	2	4	A	Business	Ed Cox	<p>Senior leadership discussions between the CEO, Legal Director and Finance Director are ongoing to ensure that all strategic, legal and financial business implications have been considered in advance of any upfront cash payment being made.</p> <p>Weekly meetings with DCMS have been scheduled to maintain close connection whilst terms are being drafted. Visibility of draft terms has been requested. Verbal discussions have confirmed that terms will not be significant due to existing tightness of time constraints.</p> <p>The risk will continue to be monitored and periodically reviewed for increased risk.</p>
	A cash prepayment to UB22 is proposed for April 2023 in advance of the Funding Agreement between WMCA and DCMS being executed. This spend is therefore being made at risk, and in the event of the funding not being received from DCMS, or the BJC not being approved at June Investment Board, the cash spend would need to be covered via WMCA BAU budgets.	4	2	A	Business	Claire Dhami/ Bethan Stimpson	<p>Written confirmation/evidence that WMCA Section 151 Officer approves payment to UB2022 ahead of Business Case/Project approval at June's Investment Board will be provided pending senior leadership discussions taking place w/c 17/04/2023.</p> <p>WMCA Legal team have been engaged to understand impact to funding agreements.</p> <p>This risk is being monitored closely whilst the above actions are completed.</p>



## SINGLE ASSURANCE FRAMEWORK

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

## 1.5 CONSTRAINTS

## Key Milestone Dates

1. Gen22 and Bring the Power both focus on youth engagement and therefore outreach will be mirrored across the two programmes, through schools, colleges and youth groups. As a result, there is considerable alignment to the school calendar and reliance of any school engagement to be done between now and July. By waiting until the summer for outreach and engagement to take place, the chances of active workshops with children and young people are reduced and the potential of the programmes cannot be maximised until September. This is highlighted in the risk log.
2. The One Year On Festival is due to take place in July 2023, at which both Critical Mass and the Volunteering programme will play a big part in delivery. Critical Mass will be performing a dance piece at the Festival, and this will set the timeline for workshops to take place in order for participants to have time to learn the choreography. The Volunteer Platform will support the Anniversary Festival with securing their volunteers and will also provide additional support like training. There is therefore a time pressure in order to ensure all systems are readily in place for essential activity to occur ahead of the Anniversary Festival.
3. The Trinidad and Tobago 2023 Commonwealth Youth Games will be taking place in August, at which the Bring the Power programme is aiming to facilitate an exchange programme for its Youth City Board in the lead up to the event. Due to the logistics surrounding an exchange of this level, there are time constraints to ensure all necessary paperwork for this is in place. The exchange will need to take place before or near to August, providing a clear timeline constraint for this activity.
4. Delivery of outcomes committed to under the Social Value project are directly linked to the delivery of other projects. A delay to delivery on these other projects will inherently result in a delay to Social Value outputs.
5. Private sector appetite. There remains positive appetite from private sector Games sponsors to invest financially in the Legacy of the event. Sponsorship rights to B2022 ceased on 31<sup>st</sup> December 2022 and there is interest in ongoing association with legacy. United by 2022 (Trailblazer delivery agent) has a credible opportunity to leverage additional match funding using its own Games related assets and IP, maximising the scale and impact of WMCA awarded public funds. The window to capitalise on this opportunity diminishes as time passes. Early indications from private sector partnerships are that they are seeking to cement financial commitments in April 2023 at the start of the new financial year.

## Public Interest

1. Public perception on continuity of programme delivery. The Trailblazer projects have been publicly delivered since 2021. A delay to perceived continued activity would critically damage the reputation of programmes, the wider Commonwealth Legacy agenda and WMCA's perceived role in this failure.

## Staffing Capacity

1. Staffing and knowledge continuity. Ongoing delivery of legacy programmes and subsequent efficiency is tied to the experience of the B2022 Legacy Team. Staff



have been offered short term job contracts with United by 2022 as a temporary measure of retention. Cashflow is urgently required in order to offer greater job certainty to staff and retain Games specific legacy. Failure to provide sufficient cashflow to do this will result in staffing losses, knowledge loss, inefficiencies resulting from new recruitment and upskilling, and ultimately a negative impact on timescales which could result in an ability to deliver commitments either partially or in entirety.

### 1.6 DEPENDENCIES

A new Dependencies log has been created and added to the BJC Appendix for ongoing monitoring of dependencies throughout the set up and delivery phases of this programme. This will form part of the monthly Programme Management activity of the WMCA staff team, who will complete this task alongside risk management, lessons learned and financial monitoring to ensure that interdependencies between each element can be effectively noted and reported.

All five of the Trailblazer programmes are interconnecting and therefore the success of the project is based on not just the delivery of each programme individually but how they come together as a collective. This will also contribute to improved value for public money in respect of £'s to impact, as compared with any single Trailblazer project being delivered independently of the others.

Gen22 and Bring the Power are both aimed at promoting youth engagement, and therefore there are substantial interlinks between the two programmes. Each programme works with children and young people, without duplication, to ensure there is cover from schools, colleges and youth groups and maximise the engagement of young people across the region. As a result, both are dependent on engagement of the public.

The Trailblazer project as a whole is dependent on staff knowledge and expertise. Building this up again from the beginning will be difficult and time-consuming, however, as current Charity have their knowledge of working on these programmes throughout the Games, they are therefore best suited to continue the work at pace. UB22 has greater delivery capability of the Trailblazer projects as a result of retention of experienced staff.

Existing networks and partnerships between the programmes and external stakeholders will also be imperative in ensuring that the project runs smoothly and has outreach with all of the community groups that we intend to engage.

The Trailblazer project is also dependent on the Birmingham 2022 Anniversary Festival being funded externally, as both Critical Mass and the Volunteering programme will have significant roles in the running of the event.

The WMCA must implement suitable staffing and processing capabilities internally to manage timely payment of funds to UB22 to facilitate efficient project delivery. Delays to cashflow and processing will mean that each of the five projects are working on a later timeline and may be unable to complete all of the spending by March 2025.

2 ECONOMIC CASE

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

2.1 CRITICAL SUCCESS FACTORS

Table 5

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	<p>For the youth programmes of Bring the <b>Power and Gen22</b>:</p> <ul style="list-style-type: none"> <li>- Hold 7 school festival days in all WMCA authorities each year;</li> <li>- Deliver a minimum 100 youth workshops, for 8–14-year-olds, supporting a minimum of 2,500 young people by March 2025;</li> <li>- For 2,000+ students across the region to be able to access events including the Birmingham Anniversary Festival;</li> <li>- Stage 100 visits and assemblies per year of B2022 mascot Perry, in school, youth settings and events, with Educational Resources linked to Perry which has new themes;</li> <li>- Development of a cohesive, comprehensive youth voice strategy for the West Midlands;</li> </ul>	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Empower Young People to make real change in their own communities</p> <p>Provide credible and consistent community upskilling opportunities to individuals, enabling them to make informed decisions about their futures</p>
2.	<p>For <b>Critical Mass</b>:</p> <ul style="list-style-type: none"> <li>- Stage regular activity engaging up to 100 (at any one time) young people per year in 6 locations;</li> <li>- Enable 50 individuals from the West Midlands to benefit from training directly per year;</li> <li>- Deliver a minimum of 500 individuals reached with online training resources / indirect activity per year;</li> <li>- Stage 1 public performance moment in the West Midlands per year;</li> <li>- Commissioning of 'Beyond Critical Mass' in project delivery, implementing programme learnings in different creative settings across the region.</li> </ul>	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Meet regional local demand for volunteers, helping to position the West Midlands as a viable host for future major events</p> <p>Contribute to increased feelings of civic pride in Birmingham and the West Midlands region</p>
3.	<p>For the <b>Volunteering</b> digital platform:</p> <ul style="list-style-type: none"> <li>- Aim to get registered at least 10% (c. 5,000) of the original Commonwealth Collective applicants on to the retained database;</li> </ul>	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Improve the connection between private and third sector organisations to</p>

	<ul style="list-style-type: none"> <li>- Attract new volunteers (target minimum threshold 500) who had not previously engaged with the Commonwealth Collective;</li> <li>- Reach an Individual to volunteer placement fill rate of minimum 20% (2 in 10 individuals included on the Volunteer Platform to actually volunteer within a 12-month period);</li> <li>- Meet 90% of organisational volunteer demand within any 12-month period.</li> </ul>	<p>maximise community impact and corporate social value</p> <p>Meet regional local demand for volunteers, helping to position the West Midlands as a viable host for future major events</p> <p>Expanding the number of organisations capable of receiving and effectively using funding to support wider programme objectives</p> <p>Contribute to increased feelings of civic pride in Birmingham and the West Midlands region</p>
<p><b>4.</b></p>	<p><b>For Social Value:</b></p> <ul style="list-style-type: none"> <li>- Have a stretch target delivery of 2:1 of social value delivered through the Inclusive Communities pillar of the Commonwealth Games Legacy Fund;</li> <li>- 10% Social Value requirements to be implemented across all procured services and outputs monitored and measured;</li> <li>- Have quantifiable measures of achieved social value, on a per £1 invested basis within any given 12-month period;</li> <li>- Support improved connectivity between public and private sector organisations, into mutually beneficial partnerships.</li> </ul>	<p>Provide personal and professional development opportunities to underrepresented groups</p> <p>Improve the connection between private and third sector organisations to maximise community impact and corporate social value</p> <p>Provide credible and consistent community upskilling opportunities to individuals, enabling them to make informed decisions about their futures</p> <p>Expanding the number of organisations capable of receiving and effectively using funding to support wider programme objectives</p>

## 2.2 BENEFITS APPRAISAL

A benefits register and plan has been produced and added to the BJC Appendix for ongoing monitoring of benefits realisation throughout the set up and delivery phases of this programme. Day to day maintenance of this log will be the responsibility of the Delivery Agent (UB22) but oversight by the WMCA team will also be maintained to ensure alignment with WMCA priorities. This will also form part of the monthly Programme Management activity of the WMCA staff team, who will complete this task alongside risk management, lessons learned and financial monitoring to ensure that interdependencies between each element can be effectively noted and reported (for example, emerging delays to benefits realisation will also be captured as a programme risk, and reported internally with WMCA per the escalation process detailed in the Assurance section of this BJC.

A Net Present Social Value plan is not feasible at this time, as further setting of a robust Evaluation Framework is part of the scope to be completed by UB22 in 2023. It is also noted that UB22's activity includes a 'Social Value' workstream as one of the Trailblazers. This project will enable quantification of the resulting benefits which can be reported within WMCA and used within external communications as appropriate.



Table 6

#	Benefit	Benefit Type	Beneficiary
1.	Increased skills - Organisations and individuals will be better skilled and more confident to deliver work and to seek new work.	Quantifiable benefits Qualitative benefits	Young people aged 5 to 25, Volunteers, local charities and community groups, local sports clubs, local youth groups, young people aged 16-24 with SEND
2.	Increased confidence	Qualitative benefits	Young people aged 5-25, Volunteers, young people aged 16-24 with SEND
3.	New networks developed - Organisations and individuals will be better networked, particularly across sectors which currently operate in silo.	Qualitative benefits	Young People, Volunteers, young people aged 16-24 with SEND, local charities and community groups, local sports clubs, local youth groups
4.	Increased resources - Organisations and individuals will have more resource and capacity as a result of financial and/or development investment.	Non-cash releasing benefits Qualitative benefits	Local charities and community groups, local sports clubs, local youth groups, volunteers, young people, young people aged 16-24 with SEND
5.	Increased levels of physical activity	Quantifiable benefits Qualitative benefits	
6.	Increased wellbeing - Individuals feel an increased sense of wellbeing through engaging as audiences and participants, as well as through delivering projects as staff.	Quantifiable benefits Qualitative benefits	Young people, volunteers, young people aged 16-24 with SEND, local charities and community groups, local sports clubs, local youth groups
7.	Increased knowledge on best practice for access - Processes (from application to participation to evaluation) are fully accessible on both program and project levels. Best practice is acted upon, shared and iterated.	Qualitative benefits	Contractors, private sector organisations, local charities and community groups, local sports clubs, local youth groups
8.	Increased reputation - Birmingham and the West Midlands becoming	Quantifiable benefits	Residents of the West Midlands, Private and

known as a hub for inclusive innovation.	Qualitative benefits	third sector organisations and in the West Midlands
--	----------------------	---

**2.3 VALUE FOR MONEY ASSESSMENT**

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

<i>Table 7</i>	
<p><b>Social Benefits and Costs</b></p> <p>(with ranges)</p>	<p>The awarding of this funding to UB22 will enable them to support beneficiaries from across the West Midlands, ranging from individuals to organisations. Details and examples on the types of beneficiaries to be supported by specific projects are set out below.</p> <p><b>Social Value</b></p> <p>Social Value was a key element of the Games through the Social Value Charter. The Social Value Trailblazer project will continue to promote social value and will in turn evaluate the impact of the Trailblazer projects.</p> <p>It is noted that the following statistics are relative to the delivery of the Birmingham Commonwealth Games – in the absence of a major event of this scale, it is expected that statistical outcomes will be lower.</p> <p>The Games themselves enabled the following social benefits:</p> <ul style="list-style-type: none"> <li>• 435 local residents gained work (valued at £14,420,589 worth of Social Value)</li> <li>• 141 young people not in education, employment or training gained work opportunities (valued at £2,079,975 worth of Social Value)</li> <li>• A total of 3,777 expert hours of volunteering created £384,684 worth of Social Value</li> </ul> <p>The figures given below detail the social value of elements of Trailblazer projects, or in the</p>



## SINGLE ASSURANCE FRAMEWORK

	<p>case of Gen22 the whole project. The work of the Social Value strand allowed measurement of this impact.</p> <p><b>Gen22</b></p> <p>From October 2021-December 2022 the Gen22 programme delivered over £640k worth of Social Value. 264 hours of volunteering were delivered by participants on this programme, and cumulatively 991 weeks of work experience were delivered to participants which amounts to over £167k of Social Value.</p> <p><b>Bring the Power</b></p> <p>From February 2022 – August 2022, Everfi (the Bring the Power workshop delivery contractor) delivered over £69k of social value. This was one part of the overall Bring the Power programme but demonstrates the Social Benefit of the workshop delivery.</p> <p><b>Critical Mass</b></p> <p>The Birmingham Ceremonies, of which Critical Mass and the volunteers formed a part, delivered over £4m worth of social value.</p>
<p><b>Whole Life Public Sector Costs of Preferred Option (£m)</b></p> <p>(aligned to Section 3.2 below)</p>	<p>£5,000,000</p>
<p><b>Value for Money Judgement</b></p> <p>(why is this option being chosen over others)</p>	<p>Value for money on this proposal is high.</p> <p>The financial proposal is built from previous programme budgets using actual spend. Certainty level across this budget profile is high, with a significant proportion of costs being largely known through successful delivery of programmes to date and set up costs already absorbed.</p> <p>Loss of efficiency is minimised by the retention of existing Games staff with specific and comprehensive knowledge and experience, as compared with the appointment of an alternative delivery agent.</p>

## SINGLE ASSURANCE FRAMEWORK

	<p>In addition, value for money will be further achieved in the following ways:</p> <ul style="list-style-type: none"> <li>- The project will provide community insight to the WMCA to enable more effective community engagement and awarding of funds for similar future schemes.</li> <li>- The project will catalyse conversations with additional funders, including the private sector, to encourage additional inwards investment and sustainability of activity beyond March 2025. This has the potential to make WMCA less dependent on future government grants by unlocking alternative sources of investment that will further benefit the region.</li> <li>- UB22 will work to build capacity on behalf of WMCA within the regional community sector, supporting organisations to better connect with private sector investors (with a focus on Corporate Social Responsibility), thus reducing their reliance on public funding.</li> <li>- Where appropriate, we will use rules, standards and certification that are already available and have track record, rather than developing everything from first principles.</li> <li>- We will support wider national shared learning to ensure all stakeholders interested in this approach learn from and develop approaches that work for their locality. This will be on an ongoing basis but with formal case studies shared by 31 March 2025.</li> </ul>
--	---

### 2.4 OPTIONS ANALYSIS AND APPRAISAL

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

Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
<b>1. Appointment of UB22 as the delivery agent for the selected five Trailblazer projects.</b>	UB22 has been identified as the natural delivery agent for the Trailblazer programme owing to the fact that it holds the rights to use all branding assets and Intellectual Property relating to the Games legacy projects. UB22 is staffed by ex-OC individuals with the specialised knowledge and experience	S	Y



**SINGLE ASSURANCE FRAMEWORK**

	<p>required to maximise efficiency and drive positive value for money. The organisation also has a positive reputation with funders and private sector partners, giving it scope to further maximise the value of the proposed WMCA investment via match funding.</p>		
<p><b>2. Appointment of an alternative delivery agent (not UB22) for the delivery of the Trailblazer projects.</b></p>	<p>Consideration has been given to whether any or all of the Trailblazer projects could viably be delivered by an alternative Agent.</p> <p>This has been deemed inefficient and impractical, as any other alternative organisation would not have access to brand assets and IP and would also need to acquire relevant staff through cost incurring recruitment processes.</p>	R	N
<p><b>3. Funding of fewer than the five proposed Trailblazer projects (i.e. between 1-4)</b></p>	<p>Consideration has been given to whether fewer than the full five projects identified in this proposal could be funded, thus reducing overall budget.</p> <p>This option has been considered non-viable due to the significant interplay between projects and the negative impact on efficiency that would result from separating the Trailblazer projects.</p>	R	N
<p><b>4. In-house delivery of the Trailblazer projects</b></p>	<p>Consideration has been given to whether the Trailblazer projects could be delivered in-house by the CA.</p> <p>This has been deemed inefficient and impractical, as the CA would not have access to brand assets and IP and would also need to acquire relevant staff through cost incurring recruitment processes inconsistent with the tight delivery timescales mandated by DCMS (the funder).</p>	R	N
<p><b>5. Do Nothing</b></p>	<p>Consideration has been given to whether a 'do nothing' approach to this opportunity should be taken.</p> <p>This option has been considered non-viable due to the serious</p>	R	N

## SINGLE ASSURANCE FRAMEWORK

	<p>reputational damage this would cause, by failing to fulfil a commitment which the WMCA has made to DCMS and publicly to local residents.</p> <p>This in tandem could result in a reduction/rejection in funding from Government and therefore be detrimental to the region.</p>		
--	--	--	--

The options presented in the above table have each taken account of key risks, costs and benefits. In summary, the viability of options has been considered balancing two key factors: reputational risk and viability of delivery mechanism. Failure of WMCA to invest in historically successful Games legacy programmes, will result in significant reputational backlash from the West Midlands community and leaders, and inability to capitalise on the investment in the West Midlands.

- In-house project delivery has been assessed as not meeting Critical Success Factor objectives due to the significant negative impact on timescales anticipated. This is not a viable delivery option, despite delivering potentially better value for money in respect of direct costs (i.e. supplier and staff costs). WMCA does not have access to the experienced staff of UB22, or the IP and assets critical to successful delivery of the programme.
- 'Doing nothing' has also been assessed as failing to meeting Critical Success Factors. The perceived benefits on cost and removal of business risks from not progressing with this programme are outweighed by public expectation and resulting reputational risk, as well as failure to meet WMCA's overarching organisational objective to be an effective regional partner.

Therefore, the only viable option in respect of delivery that will enable WMCA to mitigate the above-mentioned reputational and timescale risks is the appointment of UB22 as a Delivery Agent. As detailed above, this option also delivers increased positive delivery outcomes, including the opportunity for WMCA to benefit from the experience and expertise of an established supplier. Cross analysis with the risk register was completed in the analysis of this option, and the option enables reasonable management of identified risks to enable programme success.

Procurement and Legal colleagues have been consulted on the preferred option for this Programme. It is agreed that the appointment of UB22 is financially and legally viable, and there are strong documentary precedents in place from previously run schemes that will drive increased efficiency in the process for this programme.

## SINGLE ASSURANCE FRAMEWORK

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

	<b>Option 1</b>
<b>Net Costs</b> (capex and opex)	£5,000,000
<b>Benefits that arise</b> (monetary and non-monetary)	Option 1 will minimise loss of efficiency resulting from costly and time-consuming recruitment processes for staff. Project set up costs (e.g., establishment of partner relationships) will be minimal as this funding will support the direct continuation of existing activity. UB22 has substantial knowledge within its existing staff, as well as the IP to continue Games branded programmes. This has benefits as it will allow direct continuation from the positive sentiment produced by the Birmingham 2022 Commonwealth Games.
<b>Risks associated</b>	<p>There is a risk that the funding for this programme is being awarded on a sole source basis. Some WMCA led comms may be required to mitigate any negative public perception that a competitive tender process was undertaken.</p> <p>UB22 is the only viable delivery agent and there is therefore a risk to the WMCA that if UB22 fails to deliver upon its commitments, it will not be possible to withdraw funding and appoint an alternative delivery agent.</p>

### 2.5 RECOMMENDED / PREFERRED OPTION

Option 1 has been identified as the preferred and only viable option to achieve programme objectives.

### COMMERCIAL CASE

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

### 3.1 EXPECTED OUTPUTS

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

<i>Table 10</i>	
<b>Output 1</b>	Continued delivery of five successful Birmingham 2022 Legacy Programme 'Trailblazer' projects

<b>Output 2</b>	More young people gaining employability-boosting opportunities
<b>Output 3</b>	More volunteering opportunities, boosting community engagement across the West Midlands
<b>Output 4</b>	Engaging more Women and Disabled people and supporting them in achieving their aspirations
<b>Output 5</b>	Increase volunteering in target groups, particularly as identified within Birmingham 2022 Evaluation findings
<b>Output 6</b>	Improved connectivity between private and third sector organisations

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

The funding set out in this proposal will be awarded to United by 2022 (UB22) on a sole source, direct award basis. UB22 is the only delivery organisation which holds the rights to the branding assets and Intellectual Property for the proposed Games projects. UB22 is also staffed by individuals who previously worked on the legacy programme under the B2022 Organising Committee. These factors have been considered in the value for money assessment made under section 2.3 of this proposal, and ultimately drive increased efficiency in project set up, as compared to the procurement of a new/alternative delivery agent.

Discussions with Procurement and Legal colleagues have taken place, and both are in agreement that the only viable option for delivery of this programme is through a sole source award. It is intended that best practice lessons learned from previously delivery WMCA outsourced activity will be fed into the resulting grant agreement, for example with the inclusion of strong commitments to grant monitoring and evaluation.

Subsidy control will be passed in its entirety to UB22. UB22 will be acting as delivery agent for WMCA and therefore all responsibilities for outcome delivery is also being outsourced. WMCA will receive a grant funding agreement from DCMS for the £70million of Games underspend. A back-to-back funding agreement will be produced by Legal, passing through relevant conditions from the DCMS agreement to UB22 in order to satisfy Subsidy Control conditions.

Robust monitoring and reporting requirements by UB22 has been outlined in this BJC to ensure that despite being a sole sourced arrangement, value for money is realised. Further detail of value for money assessment is included in the relevant section of this BJC.

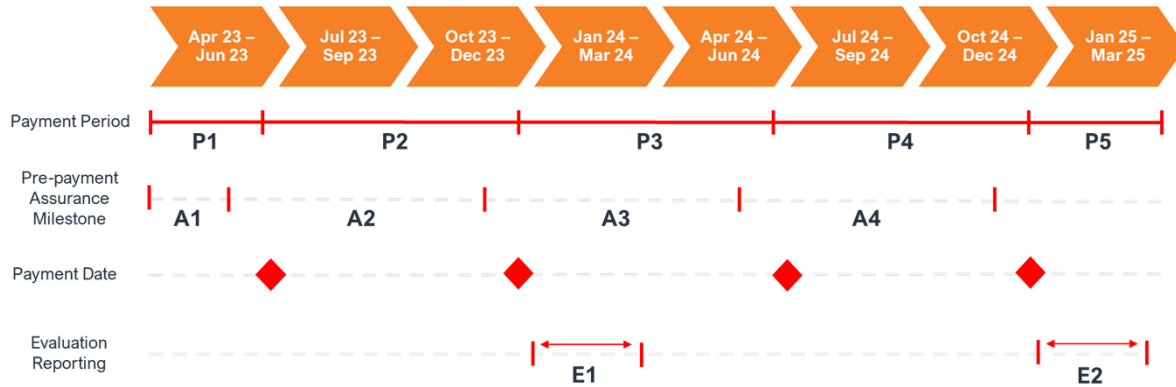
### 3.3 CHARGING MECHANISM

As set out in sections 1.4 and 1.5 of this proposal, the primary risk to this Programme is a delay to initial cashflow. Failure to make an initial cash injection will result in missed milestone dates for key activity which in some cases would make the achievement of programme aims impossible.

Therefore, a cashflow assessment for spend from 1<sup>st</sup> April 2023 to 30<sup>th</sup> June 2023 was undertaken with total projected expenditure as at March 2023 of £698,062. Following budgetary approval by WMCA Board on 17<sup>th</sup> March 2023, this payment will have been made to UB22 by the time of this Business Case review by Investment Board in June.

## SINGLE ASSURANCE FRAMEWORK

Following the Investment Board in June, upon approval of the wider Business Case the following payment plan displayed in the diagram below is proposed. Actual cash payments align with the numbers presented in the cashflow set out in section 4.4:



Payment Date	Deadline for Pre-payment Assurance	Payment Amount
April 2023	March 2023	£620,312.00
1 <sup>st</sup> July 2023	31 <sup>st</sup> May 2023	£1,108,101.00
1 <sup>st</sup> January 2024	30 <sup>th</sup> November 2023	£1,815,045.00
1 <sup>st</sup> July 2024	31 <sup>st</sup> May 2024	£1,078,245.00
1 <sup>st</sup> January 2025	30 <sup>th</sup> November 2024	£377,712.00
		£5,000,000.00

Payments will be issued to UB22 on an 'up-front' basis as it is acknowledged that the organisation does not have the scale of alternative cash flow to maintain programme operations. At the end of each payment period (defined as the month immediately preceding the next payment milestone date), an expenditure review with UB22 will be conducted to establish actuals against budget. Where actual spend is less than 20% of the total budget allocated budget, WMCA may vary the amount of additional funding paid on the next instalment to minimise the risk of a material budgetary underspend at the end of the delivery period (March 2025). This will be reflected in the grant agreement issues to UB22 on programme commencement.

A small amount of funding has been ringfenced to support a monitoring and evaluation methodology, including financial contribution to an Evaluation Manager post to be embedded within UB22.

### 3.4 RISK APPORTIONMENT

Not applicable for this programme.

**4 FINANCIAL CASE**

*AFFORDABLE AND FUNDABLE OVER TIME*

Unrounded figures should be used throughout the Financial Case

**4.1 CAPITAL AND REVENUE FUNDING STATEMENT**

This project is deemed to be affordable subject to receipt of committed funds from DCMS. The budget set is finite, and the Programme proposal has been tailored to fit within this funding envelope.

There is no expectation for any of the required funding to be sourced from existing WMCA BAU budget lines and therefore no negative consequences on delivery of other organisational priorities. The Programme also benefits from a Commonwealth Games Legacy Enhancement Fund (totalling £70m) contribution to central function costs (i.e. Finance, HR etc) which will cover any incremental costs of essential practice such as recruitment of staff plans outlined in this BJC.

Milestone dates for receipt of funding from DCMS have been aligned with the payment milestones set out in this BJC. This process has been overseen directly by the Finance team. There is therefore no 'at risk' spend proposed beyond June 2023, as funding will have been received into WMCA accounts in advance of future payments to UB22.

One upfront cash payment (£620k) has been proposed from April/May 2023 to cover essential activity in advance of Investment Board in June 2023. This has been explored directly with the Director of Finance and Legal to ensure compliance with all relevant practices and legislation. This payment (if made) would be reimbursed to the CA by DCMS in June 2023, mitigating any ongoing negative impact to the balance sheet.

*Table 11*

	<b>Status (Secured / Not Secured )</b>	<b>£M</b>
<b>Gross Costs</b>	Not Secured	£5,000,000
<b>Revenue</b>	Not Secured	£5,000,000
<b>Capital</b>	N/A	0
<b>Total</b>	Not Secured	£5,000,000

*Table 12*

<b>Funder</b>	<b>Amount</b>	<b>% of Total</b>	<b>Status (Secured / Not Secured)</b>	<b>Details of Funding Status / Timing / Conditions etc.</b>
DCMS (CWG Legacy Fund)	£5,000,000	100%	Not Secured	Funding covered under this proposal. Approval granted by



				WMCA Board in March 2023 for topline numbers. Formal approval conditional on June Investment Board outcomes.
<b>Total</b>	<b>£5,000,000</b>	<b>100%</b>		

#### 4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

£70million of new inwards funding to WMCA has been secured from DCMS resulting from a significant underspend on the Birmingham 2022 Commonwealth Games. £5million of this budget has been allocated to the programme set out in this BJC and approved at December 2022 and March 2023 WMCA Board meetings, with further details to be set out and approved at June Investment Board meeting.

The programme has been specifically designed to the allocated budget, having initially been costed at £8million in Q1 2023 calendar year. Efforts to minimise spend and maximise efficiency, whilst not compromising outcomes have been prioritised. There is therefore no budgetary shortfall to delivery, subject to the full £5million budget set out in this BJC being approved.

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

<i>Table 13</i>	
<b>Funding Type</b> <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
<b>Funding Commencement Date</b>	<i>01/04/23</i>
<b>Funding Completion Date</b>	<i>31/03/25</i>
<b>Basis of Reimbursement</b> <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Fund from DCMS to WMCA are expected to awarded under a Section 31. See section 3.3.

## SINGLE ASSURANCE FRAMEWORK

	Payments will be made half-yearly in advance. Cashflow is critical to achievement of objectives and the delivery agent (UB22) does not have alternative cashflow/reserves to maintain activity.
<p><b>Any Conditions Precedent?</b></p> <p><i>e.g. securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i></p>	<p>WMCA is awaiting details of any DCMS imposed terms and conditions within its own Grant Agreement. This may result in limitations in how funds are distributed within this BJC.</p> <p>Expenditure is to align with budget breakdown provided in the Programme cashflow.</p> <p>Quarterly financial reporting within WMCA provided template required.</p> <p>Outputs and achievements provided to WMCA will be eligible for WMCA led marketing and comms activity.</p>
<p><b>Order in which WMCA Funding is to be drawn</b></p> <p><i>1<sup>st</sup>/2<sup>nd</sup>/3<sup>rd</sup></i></p>	1 <sup>st</sup> (sole source of funding)
<p><b>Work streams for which WMCA Funding is available to be drawn against</b></p> <p><i>e.g. all / workstream 1, 3 and 4 etc.</i></p>	All

### 4.3 BORROWING SUMMARY

No borrowing is proposed for this programme.

### 4.4 CASHFLOW

Note, Table 14 has been completed from the perspective of WMCA, not the Delivery Agent. Expenditure Revenue figures are consistent with the Payment amounts due to UB22 per Section 3.3 above.

<i>Table 14</i>				
Year (fiscal)	Q1-2 23-24 (1 Apr – 30 Sep)	Q3-4 23-24 (1 Oct – 31 Mar)	Q1-2 24-25 (1 Apr – 30 Sep)	Q3-4 24-25 (1 Oct – 31 Mar)
<b>Income (£)</b>				
<b>Revenue</b>	5,000,000	0	0	0



## SINGLE ASSURANCE FRAMEWORK

<b>Expenditure (£)</b>				
<b>Revenue</b>	1,728,413	1,815,045	1,078,245	378,297
<b>Net position</b>	<b>3,271,587</b>	<b>1,456,542</b>	<b>378,297</b>	<b>0</b>

### 4.5 STAKEHOLDER SUPPORT

Refer to Section 5.9 for the specific details relating to stakeholder engagement and support..

## 5 MANAGEMENT CASE

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

### 5.1 MANAGEMENT AND GOVERNANCE

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

- Governance and decision-making arrangements
- Change management arrangements (inc. reference to WMCA Change Process)
- Benefits realisation arrangements and plans, including benefits register
- Contract management arrangements
- Post evaluation arrangements

UB22 is governed by a Board of Trustees, chaired by Sir David Thompson of whom served as a Trustee Board member for the Birmingham 2022 Organising Committee. The Board is made up of 9 trustees with different areas of expertise. There are three sub-committees of the Board in the Finance and Audit Committee, the Remuneration Committee, and the Nominations Committee. Each is made up of trustees and subject to their Terms of Reference can include external subject experts.

The organisation is made up of Officers as detailed in the Organigram who manage day-to-day business operations. The Executive Director reports to the Board via quarterly Board meetings, and to Committees as and when they are held according to their meeting frequency.

Decisions flow through this governance structure, with the Trustee Board being ultimately responsible for UB22. A scheme of financial delegation sets out the limits that the Trustee Board have imposed on Officers for financial approvals and payments which also feeds into the decision-making arrangements. These finance limits are set against the income levels and would need to be re-assessed as the income amount for UB22 increases.

To manage the programme internally UB22 will operate a programme management governance structure for regular reporting against milestones, cashflow updates, and risk updates. This will include maintenance of a dependencies log to ensure that emerging dependencies critical to programme success are captured and managed.

At the start of the programme, a contractor will be brought in to develop an evaluation framework for each of the Trailblazer projects to ensure data is captured throughout the lifecycle of the projects. The programme plan includes time for evaluation upon closedown of the project, but progress and benefits will be monitored throughout the project life-cycle.

#### **Change management arrangements**

UB22 will report on financial spend and key activity on a half-yearly basis in line with the WMCA reporting template (Appendix item 5). Where delivery concerns are identified changes may be required to the delivery plan. Change management conditions will be included in the grant agreement between WMCA and UB22 and will align with the WMCA Change Process.

## SINGLE ASSURANCE FRAMEWORK

Regular review meetings with UB22 will provide the opportunity to understand any operational issues and for any changes required in line with progress against project objectives, deliverables, milestones and contracts. A review of the risk register will give early notice of any potential forthcoming changes required. The Head of Inclusive Communities will have authority to approve changes within the project. Any change requests affecting the project will be sent to the WMCA's SAF inbox to ensure alignment with WMCA process. We would anticipate that the Director of Strategy, Integration and Net Zero would hold responsibility for sign off of change request with delegation up to £500k within WMCA Single Assurance Framework thresholds, as well as any grant agreement requirements from the funder (DCMS).

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

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

Threshold Limit	Change Procedure
£0-£10,000	Changes up to £10k within any quarterly period can be made by the Programme Strategic Lead on a BAU basis.
£10,000-£50,000	Changes from £10k to £50k within any quarterly period can be proposed by the Strategic Lead but require formal approval from the Departmental Head of Service.  The Change Control form shall be completed for audit purposes, but will not be submitted to SAF as variance is below 10%.
£50,000-£500,000	Changes from £50k to £500k within any quarterly period can be proposed by the Strategic Lead and/or Head of Service but require formal approval from the Departmental Executive Director.  The Change Control form shall be completed for audit purposes, but will not be submitted to SAF as variance is below 10%.
£500,000+	Proposed changes exceeding £500,000 will require a completed Change Control form to be submitted to SAF using the relevant mailbox as variance exceeds 10%.

5.2 PROJECT SCHEDULE FOR DELIVERY

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

*Table 15*

#	Milestone	Start Date	End Date
1	Confirmation of pre-payment approval from WMCA leadership	Apr-23	Apr-23
2	Payment of first cash award to UB22	Apr-23	May-23
3	Onboarding of Critical Mass Provider	Apr-23	May-23
4	Onboarding of Everfi supplier for delivery of school workshops for Bring the Power	Apr-23	May-23
5	Volunteer Platform launch event	Apr-23	Apr-23
6	Pilot launch of Volunteer Platform and initial enrolment of volunteers	Apr-23	Apr-23
7	Engagement with third sector organisations for the Social Value project	Apr-23	Mar-25
8	Test event for volunteer platform: Squash England Event	16 Apr 23	16 Apr 23
9	Round 1 Critical Mass dance sessions	May-23	Aug-23
10	Recruitment of WMCA staff for ongoing programme management	May-23	July-23
11	Delivery of school workshops by Everfi	May-23	Dec-24
12	Contract a consultancy to advise on the themes outcomes and measurements (TOMS) framework for Social Value measurement	May-23	Jun-23
13	Procure a Social Value measurement tool	May-23	Jun-23
14	Engagement of private sector organisations for the Social Value Project	May-23	Mar-25
15	Receipt of DCMS Grant Agreement	Jun-23	Jun-23
16	Wider enrolment of volunteers to digital platform and matching	Jun-23	Jun-23
17	Volunteers assigned to One Year on Festival	Jun-23	Jun-23
18	Callout for Gen22 flagship provider goes live	Jun-23	Jun-23
19	Development of new Gen22 Handbook and incentives package	Jun-23	Jul-23
20	School Festival Day event	Jun-23	Jun-23
21	Social Value monitoring and impact reporting	Jul-23	Mar-25

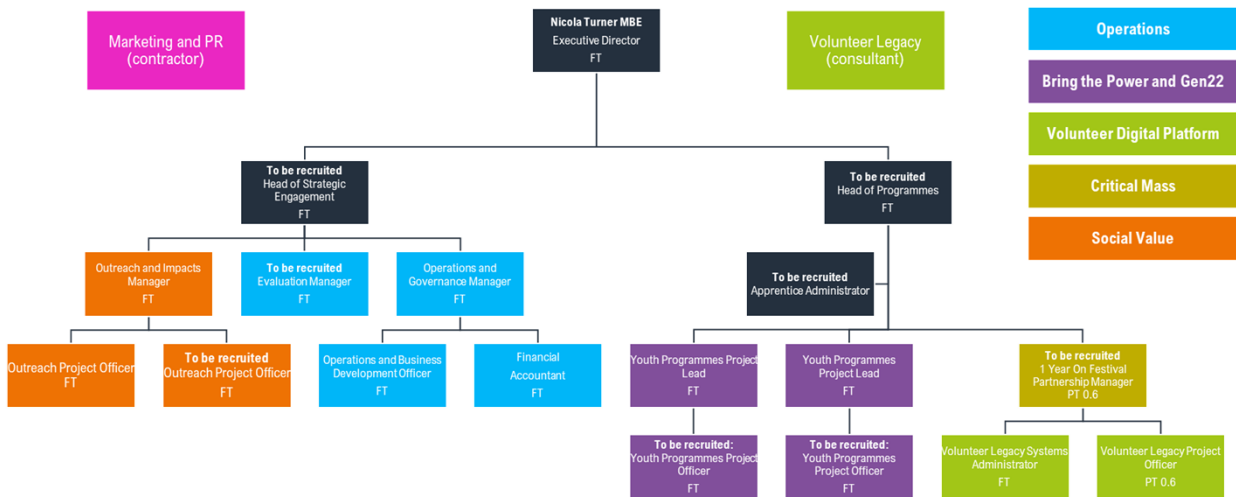
22	Critical Mass One Year on Festival Performance	Jul-23	Jul-23
23	Selection and onboarding of Gen22 flagship provider	Jul-23	Aug-23
24	Trinidad and Tobago Commonwealth Youth Games exchange with Youth City Board	Jul-23	Aug-23
25	Launch of Everyday athletes' challenges	Jul-23	Aug-23
26	Case studies collected from the first cohort of volunteers	Aug-23	Sep-23
27	Round 2 of Critical Mass dance sessions	Aug-23	Dec-24
28	Promotion and launch of Gen22 programme	Aug-23	Sep-23
29	Second stage launch of the volunteer platform	Sep-23	Sep-23
30	Enrolment of Gen22 participants begins	Sep-23	Aug-24
31	Launch and promotion of 'Ideas Made Real' Gen22 social action grants programme applications	Sep-23	Sep-23
32	Launch of Schools Competition	Sep-23	Sep-23
33	School Festival Day event	Sep-23	Sep-23
34	Applications close for 'Ideas Made Real' Gen22 social action grants programme	Oct-23	Oct-23
35	Longlisting of applications for 'Ideas Made Real' to final 30	Oct-23	Oct-23
36	'Ideas Made Real' Event to shortlist final successful 28 applicants including dragons den style panel	Oct-23	Oct-23
37	Monitoring of 'Ideas Made Real' projects	Oct-23	Jan-25
38	School Festival Day event	Oct-23	Oct-23
39	Contracting and awarding successful 'Ideas Made Real' projects	Nov-23	Jan-24
40	School Festival Day event	Nov-23	Nov-23
41	Delivery of 'Ideas Made Real' projects	Jan-24	Jan-25
42	Launch of Inspiring Women workshops	Jan-24	Jan-24
43	School Festival Day event	Jan-24	Jan-24
44	School Festival Day event	Feb-24	Feb-24
45	School Festival Day event	Mar-24	Mar-24
46	Launch of Get even campaign	May-24	May-24
47	Evaluation and reporting of 'Ideas Made Real' project	Jan-25	Mar-25
48	Evaluation and reporting of Gen22, Bring the Power, Volunteer Digital Platform, Social Value and Critical Mass	Jan-25	Mar-25

49	Longstop date for full spend out of funds by UB22, with demonstrable evidence of successful delivery	Mar-25	Mar-25
----	--	--------	--------

5.3 PROJECT ORGANOGRAM

WMCA will implement a dedicated team of three, who's role it will be to oversee successful delivery of objectives under this £5million Grant Agreement. The newly established team is expected to be in place from Q3 2023 calendar year and will take over from the current Head of Legacy (Inclusive Communities), operating as an expert short-term contractor.

The newly formed team of three will report into the existing SRO for Inclusive Communities. This team will have dual responsibility for WMCA staffing of the Inclusive Communities Grant Programme (£10.5million) covered separately under its own Programme Business Case. The costs associated with this three-person staffing solution have been covered by the £10.5million grants budget and therefore does not appear in the cashflow figures of this BJC.



5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

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

	Delivery Agent Staff (UB22)						WMCA Staff			
	Executive Director	Head Of Programmes	Head of Strategic Engagement	Financial Accountant	Evaluation Manager	All other operational staff	SINZ Executive Director	SRO (Head of Inclusive Communities)	Programme Strategic Lead	Finance Business Partner
Contract Management	-	-	-	-	-	-	-	A	R	I



Financial Reporting	A	C	C	R	C	C	I	I	R	C
Payment Approvals	I	-	-	C	-	-	C	A	R	R
Evaluation Outputs	A	C	C	R	R	C	I	I	C	C
Communications	A	C	R	C	C	C	I	I	R	-
Bring the Power	A	R	C	C	C	C	I	I	C	-
Gen22	A	R	C	C	C	C	I	I	C	-
Volunteer Digital Platform	A	R	C	C	C	C	I	I	C	-
Social Value	A	C	R	C	C	C	I	I	C	-
Critical Mass	A	R	I	C	C	C	I	I	C	-

#### 5.5 USE OF SPECIALIST ADVISERS

Within WMCA, a specialist team of four has been in post on a short-term contract basis to develop and implement the deployment of activities set out in this BJC. It is expected that this team will be required to support until at least 30<sup>th</sup> June 2023. There is no budgetary impact of this staffing solution within this BJC, as costs have been included in the larger £10.5million Community Grants Budget, where the majority of specialist contractor time will have been spent.

Within the delivery agent structure, a Volunteer Legacy Project Lead is included in the organigram as a consultant and is required for the delivery of the volunteer legacy digital platform. The consultant has strong networks across the region with volunteer organisations as well as events bodies and spaces. They have been identified for their knowledge of the sector and the skills they could bring to the delivery of the project. They will lead in the launch of the platform and in ensuring that there is a pipeline of opportunities for volunteers to sign up to.

The digital platform for the volunteer legacy has been developed by an external organisation, 'Rosterfy'. This relationship will be continued to ensure that if any digital issues with the platform are identified as the platform rolls out, they can be resolved in a timely and efficient manner.

Specialist advisors are integrated into the organigram and will be incorporated in project management meetings and governance.

#### 5.6 RISK AND ISSUE MANAGEMENT

A full risk assessment will be produced by the Delivery Agent to support this project at the outset and will be regularly managed and reviewed by the project team, with a view to any

mitigation actions or change requests being made. The project will adopt WMCA's Single Assurance Framework risk register template for managing project risks.

A Risk Register and Issue Log is attached as an Appendix.

A standing agenda item on risk management will be included in all project management meetings, and this should be reviewed quarterly at Trustee Board level. Officers will provide updates against risks and issues to ensure identified action plans are progressing and further mitigations are identified. New risks will also be raised via these governance meetings and addressed. The Risk and Issue log will be maintained via these updates and meetings.

### 5.7 PROJECT ASSURANCE

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

The diagram below sets out key project assurance milestones in respect of financial and evaluation gateways. Further detail on specific financial mechanisms are set out in section 5.4 Financial Case.

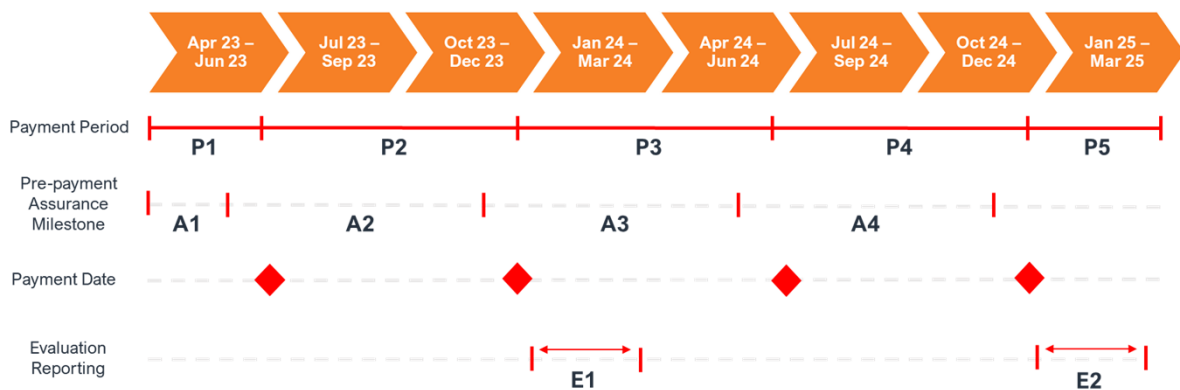


Figure 1, milestone payment assurance framework

### Delivery and Evaluation

The end-to-end delivery timeline for this programme is fixed and runs between April 2023 and March 2025. Implementation/set-up time is limited as funding will be used to extend and continue projects with proven track records and existing infrastructure, branding and reputation. Delivery work will cease in December 2024, to enable a robust end of programme Evaluation to take place in Q1 of the 2025 calendar year. A mid-way Evaluation review will also be required in Q1 of the 2024 calendar year; this will identify and emerging gaps in programme delivery and will also provide WMCA with evidence of outcomes which can be fed into relevant comms strategies. The Delivery Agent will be required to demonstrate their commitment to Evaluation and Monitoring at grant stage. An Evaluation Manager has been included in the staffing plan (reflected in the organogram in section 5.3;

this individual will be required to meet with the relevant WMCA Contract Manager to ensure effective grant monitoring and early identification of any emerging outcome issues.

**Performance Assurance (including reference to payments)**

Payments for the programme will be issued to the Delivery Agent in advance in half yearly payments. Because payments are to be made on a pre-payment rather than accruals basis, the process for financial and delivery assurance is more rigorous to minimise project risks for WMCA.

One month in advance of each agreed payment date, the Delivery Agent will complete a performance report template. This template will be required to confirm the following details, for each of the five projects:

- Financial variance analysis: demonstration of actual spend within the period, compared to the budget set out in this Business Case.
- Summary on delivery of key objectives/outcomes: aligning with the financial variance analysis, a written summary of achievements of each of the five projects against agreed milestones for the period per Section 5.2 of this BJC.
- Identification of any missed or postponed milestones: as at the pre-payment assurance milestone (AX) the Delivery Agent will provide details of any delays, postponements or cancellations to key milestones. Where milestone activities are not met within the payment period, the Delivery Agent will provide business justification and a proposed solution in line with one of the following three options:

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

Figure 1, milestone payment assurance framework

**Governance**



WMCA will, under the grant agreement with the Delivery Agent, reserve the right to request attendance and presentations from UB22 Executive/Board representatives at relevant WMCA governance fora.

As above, a monthly meeting between the UB22 Evaluation Manager and relevant WMCA counterpart will be required. It is also expected that the UB22 Executive Director participate in monthly check-in meetings with the Head of Inclusive Communities. Pro-active identification of any delivery challenges will be expected and monitored via these check in meetings in advance of required variance analysis (as above).

### 5.8 CONTINGENCY ARRANGEMENTS

WMCA expects UB22 to hold a small proportion of its allocated grant funding as operational contingency. This should, in discussion with the relevant WMCA contract manager, enable UB22 itself to respond to minor workplan changes, including delays and disruptions.

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

Robust financial (section 4), milestone (section 1.5) and evaluation (section 5.7) plans will be implemented to facilitate prompt identification of issues during delivery. WMCA will implement a three-person contract management team (section 5.3) responsible for day-to-day monitoring of issues. Where identified, the WMCA team will support UB22 in considering suitable mitigating actions, for example recruitment of additional members of staff or adaptation of milestone outcomes.

Most significantly and in the absence of all other options, where systematic delay or disruption to delivery is identified which puts the ability to complete full draw down of the allocated £5million budget, WMCA may consider re-allocation of funds to a different strand of the Inclusive Communities pillar (e.g., the Community Grants Programme). This decision would be the responsibility of the Departmental Executive Director and may require Board level approval.

### 5.9 LESSONS LEARNT

Lessons learned for this Programme have been undertaken both within WMCA (benchmarking against similar funding grants) and via the Delivery Agent. Details of both elements are provided below.

#### **WMCA Programmes Lessons Learnt**

In the process of developing this specific proposal, discussions and engagement have also taken place over a number of months and a number of those have occurred with WMCA colleagues who manage the Community Renewal Fund, the United Kingdom Shared

Prosperity Fund, the Multiply programme and the Community Green Grants Fund in partnership with the Heart of England Community Foundation.

Those discussions allowed many thoughts to be expressed on how these processes have occurred and the success factors of them. Some of the information relayed included that having external individuals in decision making processes is beneficial, that the size of funding being given means things should be done as swiftly as possible thanks to the High Risk that brings and the paperwork used for the programme's as mentioned will help quicken processes.

### **Delivery Agent Lessons Learnt**

In 2022, work was conducted to review all of the Games Legacy Programmes, their potential extension, and how they could improve upon their first iteration. This work identified five project areas with the greatest scope for efficient continuation, both operationally and reflecting project level of impact. The Games wide Evaluation report due for publication in Summer 2023 will provide further evidence of impact against these legacy projects, and where relevant additional lessons learned will be implemented in ongoing activity.

These five project areas have become the five 'Trailblazer projects' captured in this BJC. In Q1 2023 calendar year, the delivery agent conducted further pre-emptive consultation with stakeholders on the five trailblazer projects to understand the lessons learnt, evidence of future need, and refresh the overall outcomes of the projects. This work has been incorporated in the design and scoping of this next phase of the projects.

### **Ongoing Capture of Lessons Learnt**

As the programme is delivered from April 2023, there will be milestone points across the projects where progress can be reviewed, feedback considered, and potential further lessons learnt incorporated. The three-person WMCA team (highlighted in section 5.3 organogram) will be responsible for effective capture of these lessons, and this will be reflected in relevant job descriptions. A lessons learned report will be produced by the WMCA team during Q1 of 2025 and submitted to the Departmental Executive Director for future funding considerations.

The project plan sets out a mid-point Evaluation review for January to March 2024, and a final Evaluation in January to March 2025. These formal Evaluation milestones will also be significant in capturing and implementing lessons learnt. Ownership of the Evaluation inputs to lessons learned will sit with the Evaluation Manager embedded in the Delivery Agent (per the section 5.3 organogram).

The selected delivery agent (UB22) has conducted an in-depth stakeholder engagement consultation to capture lessons learnt from historic delivery of these projects in the run up to

the games. Stakeholders were asked for their feedback on the Trailblazer programme, lessons learnt from the first iteration of the programme, and we consulted on the development of an overarching theory of change. Below is an overview of the lessons learnt captured from these consultations:

**Volunteering - Findings and stakeholder sentiment:**

- Increasing volunteer recruitment and retention: Organisations in the region who engage volunteers saw value in communicating their volunteering offer with other organisations. This could be to help recruitment, offer incentives, training, or best practice. A dedicated network to foster these relationships will lead to better volunteering outcomes for organisations and participating individuals alike.
- Regional challenges in volunteering were identified as young people's engagement and access for those hardest hit by the cost-of-living crisis and Covid-19 and those with complex additional needs. The trailblazer programme targets these areas through Gen22, Critical Mass and Social Value.
- Mega events have been shown to be a great entry route to volunteering more regularly across sectors. Now is the right time to harness this potential with 14,000 games-time volunteers which UB22 can do through the Volunteer Digital Platform.
- Adequate investment in volunteering infrastructure will engender greater recognition for the value of volunteers, resulting in better resources offers and higher levels of wellbeing in participants.
- There is regional demand for volunteer opportunities, as people from a range of backgrounds in the region engage in volunteering and want to do it more. Better connection between volunteering opportunities on offer will result in increased community cohesion, particularly between people from different backgrounds.

**Bring the Power - Findings and stakeholder sentiment:**

- Across all elements of the consultation and in wider secondary data collected, many stakeholders identified the need to focus on young people across work strands. Bring the Power will play a central role to this. Using the positive moment of the games, and the first iteration of Bring the Power as a springboard, further investment would see onward journey mapping for many of the relationships formed, fostered and sparked during the games.
- The WM often scores low compared to national averages on levels of physical activity. This is particularly pertinent for often underrepresented communities. A focused sporting legacy of the Games, driven by participating in a physical activity programme, empowerment, wellbeing and confidence will work to combat some of these issues.
- Throughout much of the consultation, stakeholders and beneficiaries alike referred to how United By 2022 ought to play the role of a facilitator and enabler - bolstering the capacity and resource of the region and enabling it to achieve its aims. In conversations with youth-based organisations across the region, many people spoke about the need to connect within, and across sectors.
- As shown in the volunteering evidence of need, volunteering and participation can only go so far in generating long term skills which people can use in applying for

work. For this to be fully realized long term engagement plans, particularly for young people need to be put in place. Bring the Power would realize these longer-term skills based ambitions.

**Critical Mass - Findings and stakeholder sentiment:**

- Critical Mass has successfully engaged people in dance and movement who had been traditionally excluded in the sector. Failure to continue provision at this moment risks unsuccessful handover to ongoing programmes from other organisations. Removing provision may in fact cause further damage to trust that has been built in these participants.
- People who identify as disabled, neurodiverse, or having a long-term health condition, are often excluded from participation across multiple sectors. This is particularly prevalent in physical activity and across cultural practices such as dance and movement. Critical Mass has made tangible and long-lasting impact for individuals in this area, changing perceptions and self-perceptions of disability alike. It is a route to wellbeing, confidence and cultural change, further work will improve the reach of this proven impact.
- A principal reason for the exclusion of people with disabilities is a result of what a person's 'disability' says about their ability to take part. These perceptions are often based on presumption as opposed to consultation or evidence. Work is therefore needed into changing the perceptions of 'disability', what it means, and whether it is even the correct language to use. Critical Mass has changed able bodied people's perception of disability, but perhaps more importantly, has changed the self-perception of 'disability' for many young people.
- Critical Mass was funded as an action research and iterative learning project. It built in a healthy evaluation budget, and generate a valuable data set, insightful and in-depth evaluation report, as well as a playbook for sharing best practice. These documents have the potential to inform other mega events in the UK and beyond, sharing best practices and learnings generated through Critical Mass. This will in turn platform Birmingham 2022, and the region, as a hub of inclusive learning and innovation. This desire speaks to wider sector demand for more networked working on accessibility.

**Gen22 - Findings and stakeholder sentiment:**

- Gen 22 is specifically driven by asking young people what is important to them, and then enabling them to create a project around it. It is therefore, at its core, empowering young people to go out and take the legacy of them games in their own hands. Throughout the consultation, the importance of not only working with young people, but of doing so on their terms, came up time and time again. Youth provision must be bespoke and responsive to individuals needs and desires which is how Gen22 has been designed.
- In order to enable skills to be fully realised through participation, young people need to engage over a longer period of time, with conscious 'skills' reflection built into the user journeys of a programme. Gen22 enabled this realisation through built-in

programme elements, achieving skills outcomes which are often missed by event-based volunteer or short-term participation projects.

- Effective and representative participation requires trust. This is particularly relevant for working with young people, and for newly formed organisations. As such, projects in the above contexts are unable to operate without effective partnerships and networks, which UB22 has. Gen22 therefore looks to engage young people solely through a refers process, undertaken via partnership organisation. These partnership organisations are intentionally focused on engaging specific target groups of the project: namely those young people who may not otherwise engage.
- Gen22 is specifically designed and focused on target groups. It is specifically intended to be built and accessed by young people who might not normally participate. By going beyond targeting these young people for engagement, to actively building a programme which is intended to engage solely them, inclusion, representation, and access are baked in from the start and are inherent to the outcomes of the project

#### **Social Value - Findings and stakeholder sentiment:**

- The moment of the Games worked well to broker initial relationships with private sector companies and smaller third sector organisations and charities, but when the moment wears off, we must continue to support and encourage these relationships to be sustained. Failure to do so will further exacerbate ‘flash in the pan’ criticism of the Games, beyond the OC to partners. Further investment in this work strand would see relationships brokered during the Games, cemented in the long term. In addition, when thinking about new relationships being formed brokered by UB22, it can seek to better match the needs of organisations with the actual skillsets of their partners.
- Corporate Social Responsibility has changed significantly over the past five years, with more pressure on the private sector to contribute back to social causes. Mega-events such as the Commonwealth Games offer a key opportunity to delivery on these demands. This is because while a city/region galvanises collective momentum and support, a corporate partner can further catalyse impact. In light of the added value gained by the private sector partners via the moment of mega events, further investment ought to be made into their legacies for two reasons: 1. In order to maintain positive social impact 2. To not break the trust with those they’ve supported via displaying genuine commitment to social cause outside of contexts where their participation is instantly beneficial.
- Social Value work started as part of the Games could take a different angle moving forward. Exploring mixed model funding of legacy work in this way could revolutionise corporate commitments, as well as the established models of working for mega-events on this scale.

#### **5.10 MONITORING AND EVALUATION**

##### **Programme Monitoring**

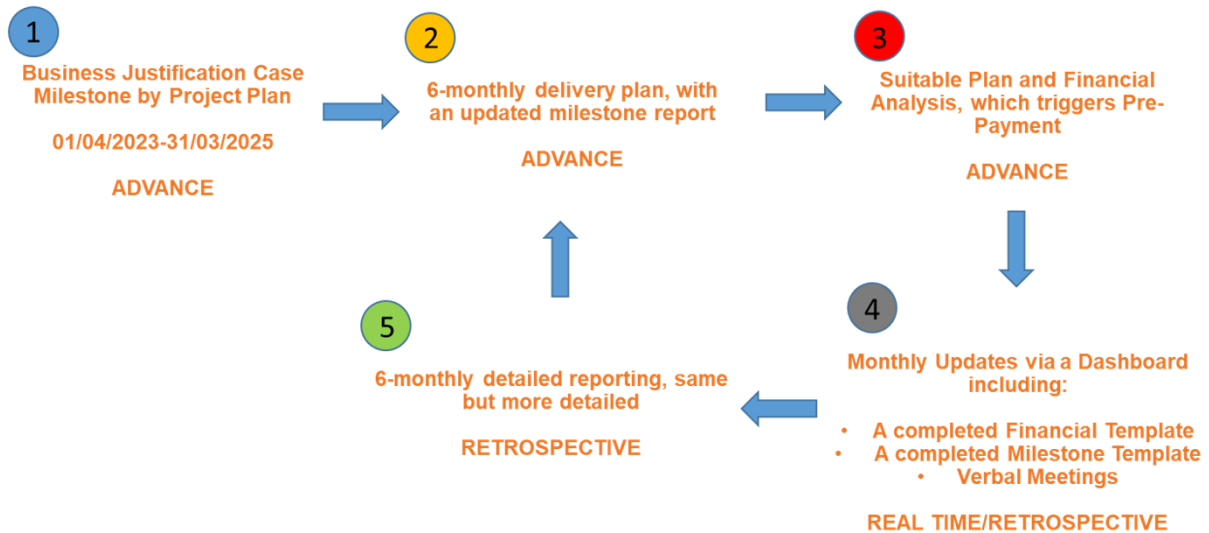
Programme monitoring for this Programme is critical to ensure effective use of public monies, paid in advance and with significant public scrutiny. The UB22 Executive Director



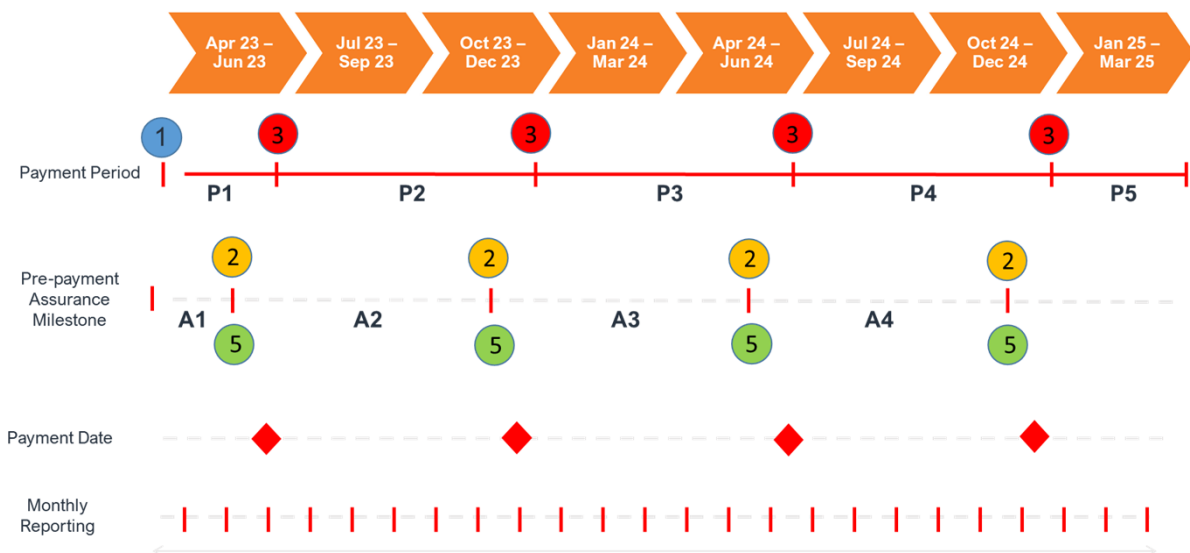
## SINGLE ASSURANCE FRAMEWORK

will be the most senior officer responsible for delivery of outcomes within the Delivery Agent and will be accountable for Programme Monitoring to the WMCA Head of Inclusive Communities.

The diagram below sets out the monitoring process that will be implemented to ensure effective Programme delivery by UB22. Up-front objectives, milestones and commitments have been produced and are provided as an appendix item to this BJC.



It is acknowledge that over the lifetime of a two-year Programme, some changes are to be anticipated. The monitoring timeline set out below reflects this, with monthly dashboarding and meetings allowing for regular high level updates, supplemented by a 6-monthly pre-payment detailed report on Financials and milestone achievements.



Further details on each monitoring element are as follows:

### 1. BJC Milestone by Project Plan

United By 2022 Legacy Charity has produced a month-by-month cashflow informed by projected outputs, as well as an Evaluation Metrics summary (included as an Appendix item). This is a point in time document and reflects current plans and anticipated outputs.

Broad alignment with the milestones and evaluation metrics submitted as part of this BJC will be retained throughout the lifetime of the Programme.

## **2. 6-month delivery plan, with an updated milestone report**

A prospective 6-monthly delivery plan setting out a more detailed and specific set of activity, commitments and outputs, will be produced for each of the periods using the template shared in the appendix and as shown in the above diagram. This also creates an opportunity for UB22 to identify any changes to the forward look, including any changes to evaluation metrics.

Each six-monthly delivery plan will be expected to consider specific dates (including those already communicated in Table 15, Section 5.2 of this BJC), how expected challenges/risks will be overcome throughout that period and any impact on Financial profiling. This is covered in further detail in Section 5 of this BJC.

## **3. Suitable Plan and Financial Analysis, which triggers Pre-Payment**

Section 3 on the graph on Page 47, outlines that at the end of each financial quarter, they'll be a full financial analysis of the programme which ensures spending is on target as United By 2022 Legacy Charity outline.

Once those checks confirm satisfaction

## **4. Monthly updates via Dashboard and Verbally**

The UB22 Executive Director will be the most senior officer responsible for delivery of outcomes within the Delivery Agent. As such, monthly meetings between the Executive Director (or a suitably appointed senior level proxy) and the Head of Inclusive Communities will take place.

Beyond the monthly verbal updates with the Executive Director, formal budgetary reporting and associated variance analysis will be due from the Delivery Agent once a month, in advance of each upcoming payment milestone (as captured in the diagram above). The level of detail required on a monthly basis will be reduced from that of the in-depth 6-monthly report but will act as a written audit trail of output and financial reporting. Reporting will be completed using the provided WMCA monitoring dashboard, which is appendix item 5 of this BJC.

On top of this, The Executive Director will be required to give monthly verbal updates on the following:

- Variance of projected financial actuals versus budget – the Delivery Agent is expected to pre-emptively identify any significant (defined as more than 10%) budget variations for each payment period. Note that where WMCA is not pre-emptively advised of budget variances within payment period, and a subsequent significant variance is identified at

relevant assurance checkpoints, WMCA may implement a formal performance review and increase its monitoring procedures accordingly (e.g., monthly verbal reporting may be required at increased frequency, for example weekly). Further details on the consequences of underperformance of monitoring requirements by the Delivery Agent are captured in section 5.7 Assurance).

- Projected spend for upcoming payment period – the Delivery Agent should identify any projected amendments to the proposed payment milestone as defined in the table of section 3.3 of this BJC.

### **5. 6-monthly detailed reporting; same but more detailed**

As indicated in Section 5 of the above graph and as referred to in Section 2 on Page 47, each 6-monthly period will enable a chance for substantial reporting

A mid-point Evaluation, scheduled for January-March 2024 will provide a formal checkpoint for monitoring of grant performance. It is expected that in addition to financial and milestone details, this checkpoint will also provide additional qualitative indication of performance such as project photographs, digital assets and participant stories. Findings from the mid-point Evaluation will be reflected in ongoing grant management by the appointed WMCA team.

### **Programme Evaluation**

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

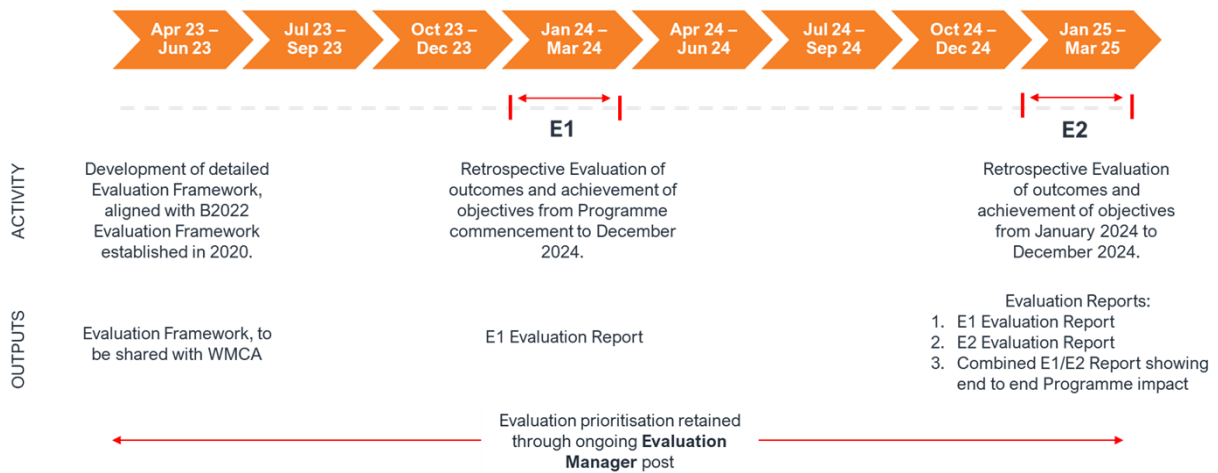
Of the £5million Programme budget, a total of £330,000 (6.6%) has been committed to Evaluation related spend, consistent with market benchmarking. This includes core staffing and commissioning of expert Evaluator/s for intense Evaluation periods and is consistent with details provided in the Financial Case of this BJC.

Responsibility for the Programme specific Evaluation will be devolved to the Delivery Agent, reflected as a contractual commitment within the final Grant Agreement. The Delivery Agent will be required to complete two periods of Evaluation, as set out in the diagram below.

Pre-emptively in anticipation of this requirement, the Delivery Agent has commissioned the creation of a Programme specific Evaluation Framework, the costs of which fall outside the scope of the costings in this Business Case. Completion of this Evaluation Framework is anticipated to take place in June 2023. The Framework will provide a clear set of objectives that UB22 will deliver against and will be the baseline for the Evaluation activity periods (E1 and E2) indicated in the below diagram.



## SINGLE ASSURANCE FRAMEWORK



To oversee effective delivery of Evaluation through the Programme lifetime (and not limited to point in time assessment), the Delivery Agent will appoint an Evaluation Manager (shown in diagram above) to ensure that relevant evidences and data are captured pre-emptively and in real-time, as core inputs to the Evaluation periods. This is consistent with the successful approach implemented by the Commonwealth Games Evaluation between 2021-2022.



**MANDATORY APPENDICES REQUIRED FOR THIS BJC**

The following documents must be appended to this BJC:

<b>Ref</b>	<b>APPENDIX</b>	<b>PROVIDED (Y/N)</b>
1	Risk Register and Issue Log	Y
2	Written Confirmation/s of Confirmed Funding	NA
3	Project Schedule (Cashflow)	Y
4	If Investment Programme, Project Delivery Plan on a Page (POAP)	NA
5	If CRSTS, DfT Additional Appendix	NA
8	Benefits Realisation Plan and Register	Y
9	B2022 Legacy Plan	Y
10	Outcomes and Evaluation Summary	Y