



West Midlands
Combined Authority

Wellbeing Board

Date	3 July 2023
Report title	WMCA & Sport England Partnership
Portfolio Lead	Councillor Isobel Seccombe OBE
Accountable Chief Executive	Laura Shoaf, Chief Executive, West Midlands Combined Authority Email: Laura.Shoaf@wmca.org.uk
Accountable Employee	Simon Hall, Strategic Lead for Wellbeing and Prevention, West Midlands Combined Authority Email: SimonHall@wmca.org.uk
Report has been considered by	Clare Hatton, Interim Director of Employment, Skills and Communities, West Midlands Combined Authority Email: Clare.hatton@wmca.org.uk Dr Mubasshir Ajaz, Head of Health and Communities, West Midlands Combined Authority Email: Mubasshir.Ajaz@wmca.org.uk

Recommendation(s) for action or decision:

Wellbeing Board is recommended to:

- (1) Note the overview of the WMCA and Sport England long-term partnership outlined within the Memorandum of Understanding and the attached initial funding.
- (2) Receive a regular briefing on the impact and learning from the resultant action plan.
- (3) Discuss the future of sport and physical activity within WMCA region that can be boosted by this partnership.

1. Purpose

- 1.1 This paper provides a summary of the WMCA and Sport England long-term partnership outlined within the Memorandum of Understanding and the attached initial funding, the associated £2.5m solicited grant submission which forms the first evidence of the MoU's potential value.

2. Background

WMCA and Sport England Partnership

- 2.1 The WMCA and Sport England have recently completed its existing £569k funding agreement for the initial implementation of the WMCA's "[West Midlands on the Move](#)" Physical Activity Strategy. This test and trial stage instigated the collaborative leadership work needed to co-create the design of the Commonwealth Games physical activity legacy framework. Investment into the Black Country enabled Active Black Country and Local Authorities to do the ground work for Black Country Moving which has become their Commonwealth Active Communities legacy programme. The investment into getting more disabled people active, provides the context and evidence for the health devolution plans to become an exemplar region in determining what levelling up means for disabled people.
- 2.2 The Commonwealth Games legacy, Health devolution plans and the test and trial funding has informed Sport England and WMCA's thinking on developing a more mature longer term partnership to work together with partners to champion the life changing impact being active has on a fairer, healthier and inclusive West Midlands. Being a partner in enabling the delivery of the proposed health duty.
- 2.3 The West Midlands Mayor and WMCA Chief Executive met with the Sport England Chief Executive and his Directors on 17th November to explore this partnership and set out direction.

3. WMCA and Sport England MoU

- 3.1 We have since worked closely with Sport England to develop this partnership in a Memorandum of Understanding (MoU) agreement. We have agreed that together we will:
 - Ensure our respective investment, policy development and practices benefit health and reduce health inequalities by advocating movement and physical activity by utilising our expertise, insight, evidence and investment to influence and change policy and practice in areas of mutual interest.
 - Champion a long lasting physical activity by joining forces with Local Authorities, NHS, community partners and Sport England's [System Partners](#) such as Active Partnerships and Streetgames to create a regional voice for sport and physical activity on those big issues that will impact on a fairer, healthier and inclusive West Midlands.

- Build capacity and capability in the West Midlands sport and physical activity ecosystem and other systems we collectively have influence in to utilise sport as a catalyst for change in improving health, employment and skills and community outcomes.

3.2 This MoU, provides the WMCA and the region significant opportunities to lever Sport England funding and expertise. There is a similar MoU with GMCA, but for 5 years and on significant £15m+ funding. A final version of this MoU is attached in appendix A.

4. Solicited Bid

4.1 Alongside our MoU with Sport England, we have included a solicited funding bid providing £2.5m funding over the next 3 years to supplement areas of the Commonwealth Games Legacy Enhancement Funding workstreams where the WMCA and Sport England agree that it adds value.

4.2 This is how a means of describing our match funding into the CWG Legacy Enhancement Fund. This is also being done in this manner as the Lottery distributor for sport funding, Sport England cannot devolve its funding decisions to a 3rd party hence this £2.5m is not directly added to the Commonwealth Games Legacy Enhancement Fund (CWG LEF).

4.3 The agreed added value is achieved by WMCA using this funding to invest in expertise to generate and support applicants bidding or have been successful with their Community grants bid or enhancing and extending other Commonwealth Games Legacy Enhancement Funding investment such as Trailblazer projects. This targeted added value investment has the support from the WMCA CWG LEF team.

4.4 This Sport England investment is subject to Sport England approval. This solicited bid approach was approved by Sport England's Board on 28 March 2023, but the final bid is due to be submitted on 19th June, 2023. The solicited bid projects have been carefully selected and developed with WMCA teams and Local Authorities. The bid business justification case is attached in Appendix B.

4.5 The objectives for this bid are:

4.5.1 In the context of the proposed WMCA devolution deal and the Sport England and WMCA Memorandum of Understanding to bring "notional match" to the CWG Enhancement Funding Community Grants programme by:

- Procuring community grass roots voluntary sector resilience and capability e.g. a partnership of agencies who could provide triage support over 3 years across the WM for organisations who have gained community grants, or are unable to apply as they don't have the appropriate governance or operations. (Value: £441k)
- Providing additional investment into the proposed United by 2022 trailblazer legacy programme over the lifetime of the CWG enhancement funding investment to bolster the sport and physical

activity offer into programmes such as Gen 22 and Bring on the Power by integrating the learning from for instance the Sport England funded Gen 22 sport legacy project and WMCA's Include Me West Midlands programme and ambition to be an exemplar region for disabled people (£441k)

- Capacity funding to extend the current Sport England funded headline CWG sport legacy programme called Commonwealth Active Communities (4 placed based partnerships working with communities to get more people active) which will extend the programme beyond its current December 2023 Investment to build on and extend the Commonwealth Active Communities model across the Black Country, Coventry, Birmingham and Solihull with a focus on locally determined interventions including join up with grass roots budget to support work in Birmingham. (£1.03m)
- Implementing sport and physical activity priority actions for the WM Mental Health Commission and creating the WMCA capacity for co-ordination of delivery and impact over the next 3 years in addition to the Community grants mental wellbeing programme. (£357k).
- The Assistant Delivery Manager will be tasked with delivery of this programme and work as part of the proposed CWG LEF team. They will be responsible for reporting on performance and impact to the relevant stakeholders. (£179k)
- Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)

5. Partnership Launch

5.1 The West Midlands Mayor & Sport England Chair are scheduled to launch this MoU & co-funding on 26 July, 2023.

6. Financial Implications

6.1 There are no direct finance implications from signing the MoU, however there is an expectation that this partnership will leverage increased funding into WMCA over the next 10 years.

6.2 An example of this is the £2.5m funding bid from WMCA into Sports England, which combined with £3m of match funding from DCMC through the Commonwealth Games Legacy Enhancement Fund.

6.3 Both the MoU and the solicited bid have been approved by the section 151 officer and are scheduled to go to the Single Assurance Framework approval meeting on 20th July.

7. Legal Implications

7.1 In discussions with the WMCA's legal team that, subject to the WMCA agreement of a resourced Partnership Plan and subsequent grant agreements, that Sport England and WMCA should establish a "Project Board" reporting to

the Wellbeing Board on investment decisions, outputs and impacts, risks and issues. A shadow Board should be created as the partnership plan evolves.

- 7.2 Clear contractual obligations need to be agreed between WMCA and Sport England and captured in writing that set out each party's roles and responsibilities, how costs are to be apportioned and any relevant agreed governance and reporting arrangements. This should also include any relevant funding terms and conditions that either party have to comply with as part of any obligations placed on them by a funding stream i.e. monitoring and provision of information.
- 7.3 Grant Agreements that will be required as part of this Programme will need to be drafted by legal to ensure that sufficient terms and conditions are included to protect WMCA interests and also to flow down/mirror any funding terms and conditions that may have been imposed on WMCA by a funding stream. The funding agreements between WMCA and any recipient of grant funding should be agreed, and signed by both parties before funding is released.
- 7.4 Legal also note that there is reference within this report to "legacy matters". Should WMCA be required to accept novation or assignment of any contract before agreeing to do so the author is requested to speak to legal first to ensure that WMCA have the relevant powers to be able to accept any novation or assignment and also have the opportunity to review the contracts to be novated/assigned and the terms of any deed of novation/ assignment.

8. Equalities Implications

- 8.1 This is in line with the proposed Partnership objectives and plan delivery contributing to the proposed Health duty by reducing health inequalities by getting more people active. This can subsequently have a positive impact on equality outcomes as obesity-related poor health is higher amongst more vulnerable groups, such as disabled people and those from minority ethnic communities
- 8.2 As part of the Partnership Plan's development, the WMCA will produce and share a Health and Equity Impact Assessment to steer policy priorities, investment and evaluation.
- 8.3 The commitment to working with community grassroots organisations will further support equitable outcomes as the funding will be going directly to the respective communities. This will support our strategic equality aspirations by fostering co-design and supporting social mobility – ensuring the projects are fit-for-purpose within their communities may also encourage their longevity after the Partnership has ended.
- 8.4 Feedback has indicated that smaller community groups have difficult accessing funding due to complex procurement processes. By specifically targeting this

sector, we will be actively mitigating such issues, making the process more equitable overall.

9. Inclusive Growth Implications

- 9.1 The WMCA define Inclusive Growth as *A more deliberate and socially purposeful model of growth, measured not only by how fast or aggressive it is; but also, by how well it is created and shared across the whole population and place, and by the social and environmental outcomes it realises for our people* inclusive growth implications of this work are largely positive: The objectives complements the Inclusive Growth framework and practice as it focuses on a fairer, greener and healthier West Midlands co -designed with residents to understand the enablers and address the barriers to change:

Inclusive Growth Fundamental	Indicator	Justification
Affordable, safe and connected places	Local centres and neighbourhoods Reducing crime Digital and place connectivity	Realising the potential of sport and physical activity in place making. Addressing the wider determinants of health
Equality	Public services Protected characteristics Income and wealth Social mobility	Reducing health inequalities through policy influence and change
Health and Wellbeing	Healthy development Wellbeing Being active	Improving health by getting more people active.
Power, influence, and participation	Democratic participation Economic participation	By encouraging positive behaviour change including co-design and evaluation with communities

10. Geographical Area of Report's Implications

10.1 The work of the Wellbeing Board applies to relevant activity across both Constituent and Non-constituent areas.

11. Other Implications

11. None.

12. Schedule of Background Papers

12.1 HM Government [Commonwealth Games Highlight Report 2022](#)

13. Appendices

Appendix A – Final WMCA and Sport England MoU (labelled draft 9.4)

Appendix B – Business Justification Case for Solicited Bid to Sport England

Appendix A – Final WMCA and Sport England MoU (labelled draft 9.4)

DRAFT v9.4
15 June 2023

Memorandum of Understanding

(Abridged version)

Between

The West Midlands Combined Authority

and

Sport England

1. PARTNERS TO THIS AGREEMENT

This Memorandum of Understanding (“**MoU**”) is between:

- The West Midlands Combined Authority (the “**WMCA**”) and;
- The English Sports Council (“**Sport England**”).

Collectively, “the **Partners**”.

The West Midlands Combined Authority (WMCA) is a partnership between 18 local authorities and other bodies including Local Enterprise Partnerships, the West Midlands Police and Crime Commissioner and West Midlands Fire and Rescue Authority. There are seven constituent local authority members who make up the WMCA Board (Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton). A partnership and an organisation established through a Parliamentary Act (2016)

Sport England is an arm’s length Government body focused on the development of community sport. It distributes both Exchequer funding and lottery funding as one of the Lottery Distributors. It was established by a Royal Charter in 1972.

2. PURPOSE AND SCOPE OF THIS MEMORANDUM OF UNDERSTANDING

A Grant Agreement between WMCA and Sport England was in place between March 2019 and August 2022. This MoU moves to a long-term partnership to achieve mutual outcomes and any future financial agreement e.g., grants and/or co-investment plan will reflect this MoU but also be guided by grant conditions and arrangements.

It sets out at a high level how the Partners will work together in a collaborative partnership (“the **Partnership**”). It is not intended to be legally binding except as specifically stated in relevant clauses.

It will span the life of the Sport England “Uniting the Movement strategy” period up to 2031, recognizing that change in places requires sustained focus and commitment over an extended period. An initial investment plan for the CWG contingency will be developed as an example of our commitment and illustration of the MoU delivery. A 3-year annually renewable action plan including an annual review of progress will be produced to guide the early phase of shared work.

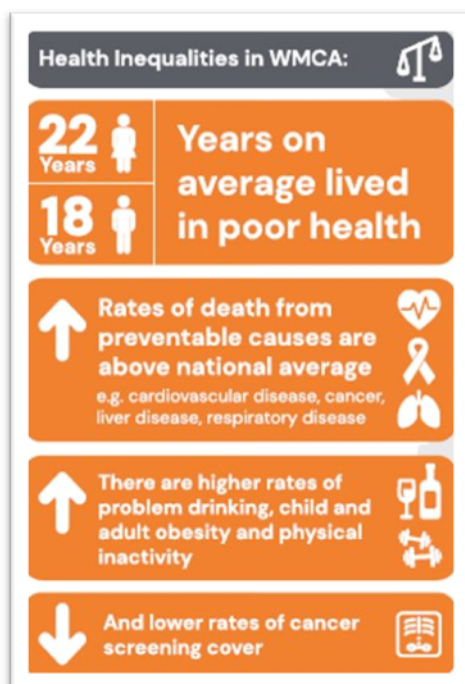
The intention of this MoU is to:

- Create a framework that reflects how the Partners will work together over the next eight years which informs our joint action plan.

- Agree the areas of focus where we will use Partners’ collective expertise, capacity and infrastructure to target those groups in the region who are least active, where the biggest gains and best value for public investment can be achieved.
- Identifies the alignment and impact of Sport England’s “[Uniting the Movement](#)” 2021-2031 strategy for sport and physical activity, and the Government’s intended Sport and Physical Activity strategy, with the WMCA’s “[Plan for Growth](#)” and wider ambition to support good inclusive growth that all communities can access.
-

3. THE PLACE AND THE PHYSICAL ACTIVITY SECTOR

The West Midlands continues to have the highest levels of physical inactivity in England – doing less than 30 minutes of moderate physical activity a week is one of the top six causes of early mortality in England. 27.2% of adults are inactive compared to England average of 21.4%. This equates to around 100,000 additional adults. The WM inactivity crisis contributes significantly to the region’s health inequalities, exacerbated by the covid pandemic and cost of living crisis,



We know that being regularly active can help reduce the burden of health reducing the chances of developing several preventable health conditions and impacts on community, and economic growth.

WMCA Health of the Region Report 2020

Partners acknowledge that there is no simple solution or organisation that can create the behaviour change needed to shift the dial on physical activity levels. There are many sport and physical activity organisations who operate in this area as well as organisations that have wider wellbeing ambitions that can effectively support community behaviour change. The ‘Partners’ want to use these organisations’ capacity and resources to unlock the potential

active lifestyles of the region's communities, leading to, inclusive and economic growth and wellbeing.

The following **headline impacts** will be measured by a shared theory of change and evaluation and learning framework:

- i. Evidencing the impact of the Commonwealth Games physical activity legacy and the delivery of our joint priorities has had in reducing the inequalities to access sport and physical activity opportunities.
- ii. Evidencing the impact of delivering more investment and resources for communities with the greatest need through aligning existing investment e.g. Sport England system partner investment in the region and WMCA investment to support work in agreed areas.
- iii. By strengthening the regional voice and leadership for sport and physical activity. We will add value to the West Midlands Physical Activity ecosystem by creating a diverse network of leaders, volunteers and professionals and collaborating with health, housing, transport and employment and skills to embed physical activity across public policy.
- iv. Evidencing the impact of our partnership in influencing Regional and national to local policy (ie health in all policies) and investment change to address inequalities, tackle inactivity in sport and physical activity and enable positive experiences in children and young people.
- v.

JOINT PRIORITIES FOR ACTION

Appendix 1 sets out year 1 priorities for action.

5. GOVERNANCE

The WMCA will oversee the shared plan via its accountability to its Wellbeing Board. Where necessary, decisions can be deferred to the overarching WMCA Board and where appropriate through the WMCA governance structure can refer relevant matters to other thematic Boards such as WMCA's Housing & regeneration Delivery Board.

Sport England will oversee its accountability through its Place Directorate and into the Sport England Executive. Annually, through the CEO report to board it will updates its board on progress.

The WMCA will work with Sport England to explore the value and seek Wellbeing Board approval for the creation of an Advisory Forum on Physical Activity, which can work as a working group of the Wellbeing Board.

The WMCA will meet with Sport England Executive(s) annually to share WMCA's direction, learning and impact. WMCA will also collaborate with other Combined Authorities to explore progress, opportunities and issues in sport and physical activity.

Regular senior level meetings will be held between the Executive Director at WMCA holding the Health and Wellbeing Portfolio and the Director of Place at Sport England to assess the relationship and identify further areas of collaboration.

The MoU and the Partnership will be reviewed annually.

Each party confirms that no actual, potential, or perceived conflict of interest exists in relation to their role within the Partnership. Each party will endeavour to ensure that no such conflict of interest arises and agrees to promptly notify the other party if it does. Where there is notification of an actual, potential, or perceived conflict, the parties will discuss and agree the necessary actions to ensure a conflict of interest is avoided.

6. COMMUNICATIONS

The partners will co-create a communications and stakeholder plan setting out intended audiences, milestones, messages and principles such as each party will give the other five working days' notice of intended communications activity relating to the Partnership.

In doing so, the Partners will agree a form of words to describe the Partnership and protocols for agreeing communication content, share brand guidelines, establish press office contacts, and liaise regularly about communications opportunities.

The Partners will not speak on each other's behalf.

Both parties will continue to publish information independently that is not linked to the Partnership.

Where the Partners have both evaluated and agreed evidence or good practice to be disseminated to others it will bear both communication brands. This will not limit each from publicising evidence or best practice using solo brands.

Corporate identity guidelines will be adhered to.

7. CONFIDENTIALITY AND DATA

7.1 The Partners agree and acknowledge that the discussions related to the Partnership and the MoU may include confidential information and are subject to a separate Non-Disclosure Agreement (“NDA”). Neither party will disclose confidential information without the prior written consent of the other party in accordance with that NDA.

Data sharing and Freedom of Information

7.2 The Partners will adhere to protect personal data.

(i) “Where any Personal Data are processed in connection with this MoU, the Partners acknowledge that they each act as a Data Controller.

(ii) The Partners will comply with all relevant Data Protection Legislation.

(iii) “**Data Protection Legislation**” means (i) Regulation 2016/679 of the European Parliament and of the Council on the protection of natural persons with regard to the Processing of Personal Data and on the free movement of such data (General Data Protection Regulation) (the “**GDPR**”); (ii) the EU e-Privacy Directive (Directive 2002/58/EC); and (iii) any and all applicable national data protection laws made under or pursuant to (i) or (ii); in each case as may be amended or superseded from time to time.”

7.3 The Partners acknowledge that each is subject to the requirements of the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations and shall assist and co-operate with each other to enable compliance with its information disclosure obligations.

7.4 Where one Party considers that any information it has provided to the other is exempt from disclosure under the FOIA, it must tell the other party and refer to the relevant exemption and give reasons why it is so exempt.

7.5 Notwithstanding clause 11.4, each party acknowledges that each other party, upon any request for disclosure, shall be responsible for determining in its absolute discretion

whether any of the content of the MoU is exempt from disclosure in accordance with the provisions of the FOIA and/or the Environmental Information Regulations.

8. PAYMENT

- 8.1 No payments will be made by any Partner under this agreement. We anticipate that there will be commitments of investment through the partnership but these will be governed by separate agreements.

9. WIDER OPPORTUNITIES

This MoU does not limit the scope for potential joint work and each Partner will seek to explore any collaborations, locally, nationally or internationally, which might deliver game changing results.

10. REVIEW

The Partnership will be reviewed annually to confirm continuation and regular updates of shared objectives.

11. GENERAL

The Partners agree that they will comply with the relevant rules, regulations, policies and procedures of the other organisations to the extent necessary for the purposes of the implementation and operation of this MoU.

This MoU will come into force on the date of signature below and will remain in force unless terminated. It will be subject to review on an annual basis in accordance with clause 9.5.

This MoU can be terminated by either party on giving at least three (3) months' notice in writing to the other.

The terms of the MoU can be amended by mutual agreement in writing of the parties.

Appendix 1: Year 1 ACTION PLAN THEMES

1. **We aim to strengthen place-based working from locality to region and region to national to reduce inactivity, inequality and enable positive experiences for future generations.**

Short Term Headline Objective (2023-24)	Medium term Objective (2024-27)	Long term Outcome (2028-31)
To ensure our regional partnership informs & is informed by place-based working expansion approaches.	Explore and evaluate how place-based working from locality to regional is connected through learning, impact and investment.	Reduction in the inequalities in those who are inactive. Improved collaboration across the sport & physical activity system leading to a greater impact to get more people active.

2. **In line with the WMCA’s Devolution Deal proposals, use our expertise and learning from the CWG legacy, Sport England’s Local Delivery Pilot and other practice to inform the WMCA’s Health in all Policies approach focusing on Housing and Regeneration, Transport, Economic Growth and Employment/Skills.**

We want to utilise our collective expertise and evidence to address the wider determinants of health; the barriers to getting active and some of the causes of inequalities by working together to influence, change and create new regional policy.

The above will include:

- i. **Working with Transport for West Midlands to accelerate the scaling up of evidence-based behaviour change projects get more people walking and cycling for health and for active travel** *e.g. social prescribing, Big Birmingham Bikes, Holistic Interventions models, creating active environments.*
- ii. **Working with Housing and Regeneration to develop Active Environments.** E.g. supporting the inclusion of Active Design principles in future housing development and in regeneration projects.
- iii. **Work with ICBs to support health care professionals working in the NHS and social care to prioritise physical activity to address health inequalities.**
- iv. **Focusing on behaviour change relating to testing and evaluating ‘digital’ as a tool to encourage more local people with highest health inequalities to get active.**

The WM has the fastest-growing and highest concentration of companies

specializing in the digital sector outside of London. The WMCA’s Digital Roadmap (2021) outlines five missions to digitise the region and promote digital inclusion, including becoming the UK's best digitally connected region and increasing access to digital opportunities by tackling digital exclusion. The plan will build on the successes of the region's 5G testbed and its innovation in transport and making the most of unique regional opportunities like HS2, the Commonwealth Games, and Coventry City of Culture.

Innovation, including digital, is key to making sport and physical activity accessible and relevant to many more people. We must ensure that in the face of opportunity and change, innovation is applied to the big issues that are holding many more people back from being active. By working together, this means we need to continue to develop inclusive and sustainable digital solutions that prioritise improving the experiences of people taking part, while being ready to learn and adapt as things evolve.

Short Term Headline Objective (2023-24)	Medium term Objective (2024-27)	Long term Outcome (2028-31)
<p>Gather insight and evidence to inform the implementation of the Local Transport Plan including active travel.</p> <p>Building on the WMCA’s Devolution duty to integrate physical activity priorities within the WMCA’s Health in all Policies Approach. Gather best practice and constraints of housing, transport, productivity and skills in getting people active to inform this approach.</p> <p>Gather the evidence of the impact of digital solutions in encouraging behaviour change in reducing health inequalities and getting more people active e.g impact of NGB B2022 legacy investment.</p>	<p>Use the evidence to influence and inform change in TfWM policies and practice.</p> <p>Invest to develop inclusive and sustainable digital solutions, upskilling the sport workforce.</p> <p>Inform our Healthy Housing Commitment for land owners and housing providers which leads to a see-change in creating healthy environments.</p> <p>Lead the way with partners to deliver a WM Behaviour Change Physical Activity Test Bed and evaluate impact on getting more people active e.g impact of open data.</p> <p>Establish the economic measures which the HiAP approach has the potential to realise.</p>	<p>Reduction in the inequalities in those who are active.</p> <p>Evidencing the impact of our work in addressing identified barriers to get more people active</p>

3. Supporting our ambition of healthy and inclusive communities through capacity building in anchor community organisations and wider partners that work with local communities to support physical activity, sport and well-being to create a more resilient sector.

Partners recognise that the voluntary and community physical activity sector has been impacted by the Covid pandemic and the Cost of Living crisis, we want to lead the work of the West Midlands Sport and Physical Activity ecosystem to revive and reimagine the sector to create and sustain healthy, thriving and inclusive communities.

Short Term Headline Objective (2023-24)	Medium term Objective (2024-27)	Long term Outcome (2028-31)
Develop line of inquiry, investment and evaluation framework.	Utilise investment in the sport system to generate demand and evidence impact in a reinvented WM physical activity ecosystem.	A more resilient WM physical activity ecosystem. Reducing inequality and inactivity Greater positive experience for children and young people.

4. Building on both organisations investments through further collaboration as part of the B2022 Contingency funding approach ensuring there is a long lasting community legacy focused on areas of greatest need in the region.

*The contingency funding provides an immediate opportunity to deliver against the MoU by co-investing in the contingency pillars proposals where there are mutual benefits e.g Wellbeing investment proposals to extend the Commonwealth Active Communities and implementation of the WM Mental Health Commission **priorities including a focus on Children and Young People supporting Sport England’s Big Issue focus on Young People’s Mental Well being.***

Short Term Headline Objective (2023-24)	Medium term Objective (2024-27)	Long term Outcome (2028-31)
To develop a co-investment plan for sport, physical activity & mental wellbeing elements of the Community Grants programme.	To work with the WM sport & physical activity sector as well as mental wellbeing experts to generate applications and measure the impact of the investment. To take the learning & impact from the investment to inform next steps.	Greater resilience and diversity in the sport & physical activity sector. Evidencing the impact on reducing inequality and inactivity.

5. By strengthening the regional voice and leadership for sport and physical activity. We will add value to the West Midlands Physical Activity ecosystem by creating a diverse network of

leaders, volunteers and professionals and collaborating with health, housing, transport and employment and skills to embed physical activity across public policy.

Short Term Headline Objective (2023-24)	Medium term Objective (2024-27)	Long term Outcome (2028-31)
Building on the current collaborative stewardship work, to shape and form a WM Physical Activity Advisory Forum remit with WM physical activity ecosystem partners for approval by the WMCA WB Board.	To stand up the Advisory Forum by creating the conditions for effective collaboration and the added value that this will bring. Evaluate the maturity and impact of the Advisory Forum's delivery of priorities e.g policy influence and change, investment.	Improved levels of physical activity in the region through convening, influencing and enabling delivery and change.

Signed:

The West Midlands Combined Authority

By:

Clr Izzi Seccombe
WMCA Wellbeing Board Chair

Andy Street
West Midlands Mayor

Laura Shoaf, Chief Executive WMCA

The English Sports Council

By:

Tim Hollingsworth

Chief Executive, The English Sports Council

Chris Boardman

Chair, The English Sports Council

Business Justification Case

Single Assurance Framework



West Midlands
Combined Authority

business justification case

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

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

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

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

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

PROJECT DETAIL			
Project Name:		Sport England and WMCA MoU – Community grants match investment	
Programme Name (if applicable)			
Directorate (if WMCA internal):		ESC	
Organisation (if WMCA external):			
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?			
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):		Simon Hall	
Programme SRO (if applicable)			
WMCA Executive Director:		Julie Nugent	
Finance Lead:		Phil Cole / Aqeel Rizvi	
Legal Representative:		Nigel Channer	
Procurement Lead:		Brad Benson	
Other (i.e. HR / Health & Safety):		Corrine Seymour	
VERSION CONTROL			
Version:	V2	Date:	25/05/23
BJC Prepared by:	Simon Hall	Job Title:	Strategic Lead for Wellbeing and Prevention

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

As a result of the WMCA Devolution Deal, the WMCA is establishing a 10 year MoU with Sport England (non governmental body and Lottery distributor) setting out how we will work together on joint priorities and with WM partners. The working draft is attached for reference.

This MoU will be accompanied by a first “solicited” funding bid providing £2.5m funding over the next 3 years to supplement areas of the Commonwealth Games Legacy Enhancement Funding workstreams where the WMCA and Sport England agree that it adds value. This is how we are describing match. Also, as the Lottery distributor for sport funding, Sport England cannot devolve its funding decisions to a 3rd party hence this £2.5m is not directly added to the Commonwealth Games Legacy Enhancement Fund (CWG LEF). The agreed added value is achieved by WMCA using this funding to invest in expertise to generate and support applicants bidding or have been successful with their Community grants bid or enhancing and extending other Commonwealth Games Legacy Enhancement Funding investment such as Trailblazer projects. This targeted added value investment has the support from the WMCA CWG LEF team.

This is “notional match” and this will be the term that will be used throughout this document to describe the relationship between the funding,

This Sport England investment is subject to Sport England approval. This solicited bid approach was approved by Sport England’s Board on 28 March 2023. The WMCA Wellbeing Board approved the proposal to work towards establishing a long term partnership with Sport England at its December 2022 meeting.

The objectives are:

In the context of the proposed WMCA devolution deal and the Sport England and WMCA Memorandum of Understanding to bring “notional match” to the CWG Enhancement Funding Community Grants programme by:

1. Procuring community grass roots voluntary sector resilience and capability e.g. a partnership of agencies who could provide triage support over 3 years across the WM for organisations who have gained community grants, or are unable to apply as they don’t have the appropriate governance or operations. (Value: £441k)
2. Providing additional investment into the proposed United by 2022 trailblazer legacy programme over the lifetime of the CWG enhancement funding investment to bolster the sport and physical activity offer into programmes such as Gen 22 and Bring on the Power by integrating the learning from for instance the Sport England funded Gen 22 sport legacy project and WMCA’s Include Me West Midlands programme and ambition to be an exemplar region for disabled people (£441k)
3. Capacity funding to extend the current Sport England funded headline CWG sport legacy programme called Commonwealth Active Communities (4 placed based partnerships working with communities to get more people active) which will extend the programme beyond its current December 2023 Investment to build on and extend the Commonwealth Active Communities model across the Black Country, Coventry,

Birmingham and Solihull with a focus on locally determined interventions including join up with grass roots budget to support work in Birmingham. (£1.03m)

4. Implementing sport and physical activity priority actions for the WM Mental Health Commission and creating the WMCA capacity for co-ordination of delivery and impact over the next 3 years in addition to the Community grants mental wellbeing programme. (£357k).
5. The Assistant Delivery Manager will be tasked with delivery of this programme and work as part of the proposed CWG LEF team. They will be responsible for reporting on performance and impact to the relevant stakeholders. (£179k)
6. Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)

The intention is for the WM Mayor & SE Chair to launch this MoU & co-funding on 26 July.

finance summary

Table 1	
Finance Summary	BJC
Total Project Cost:	£2.5m
WMCA Funding Required:	£0m
WMCA Funding Stream:	-
Funds Secured:	£0m
Funds Not Secured:	£2.5m

1 - strategic case

providing strategic fit supported BY A COMPELLING CASE FOR CHANGE

1.1 Project Spending Objectives and Alignment to WMCA Aims

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

Table 2						
#	Objective	Quantitative Baseline	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Procuring community grass roots voluntary sector resilience and capability e.g. a partnership of agencies who could provide triage support over 3 years across the WM for organisations who have gained community	0 organisations	Max. of 200 Organisations provided triage support	<ol style="list-style-type: none"> 1. Work with Com Grants administrator to develop the route to triage support. 2. Procure specialist services. 3. Promote specialist services via community grants 4. Assess practice and impact in 	<p>Successful or interested Community grant applicants will be signposted to these organisations for triage support reducing the burden of them sourcing expertise.</p> <p>Access to available and up to date information, guidance and knowledge tailored to need.</p>	Promote inclusive economic growth in every corner of the region

	<p>grants, or are unable to apply as they don't have the appropriate governance or operations.</p>			<p>solving vol org needs</p> <ol style="list-style-type: none">5. Adapt the service to respond to evidence based practice6. Evaluate overall impact on com grant recipients and organisations including reporting to the WMCA on progress, issues and impact.7. Determine whether support is needed long term beyond the grants programme &/or how evaluation informs future work.8. Prepare and submit 6 monthly reports including financial reconciliation to		
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				Sport England for this work.		
2.	<p>Providing additional investment into the proposed United by 2022 trailblazer legacy programme over the lifetime of the CWG enhancement funding investment to bolster the sport and physical activity offer into programmes such as Gen 22 and Bring on the Power by integrating the learning from for instance the Sport England funded Gen 22 sport legacy project and WMCA's Include Me West</p>	0 young volunteers recruited	<p>350 young volunteers recruited</p> <p>Mins 200 provided sport volunteer placements</p>	<p>1. Work with procured organisation e.g. United by 2022 on the added value and impact this additional investment could bring to delivery including the learning from other related schemes such as WMCA's Include Me WM.</p> <p>2. Establish a delivery plan showing alignment of investment & upturn on delivery, capacity and impact.</p> <p>3. Use this plan to develop the schedule of work</p>	<p>Increase in the number of young volunteers volunteering at sport events.</p> <p>Increase in the number of young volunteers using their experience to gain other employment.</p> <p>Increase in the diversity and inclusion of volunteers.</p> <p>Increase in provision of inclusive and accessible sport.</p>	Promote inclusive economic growth in every corner of the region

	<p>Midlands programme and ambition to be an exemplar region for disabled people</p>			<p>for which WMCA will procure for example United by 2022.</p> <ol style="list-style-type: none"> 4. Establish branding and communication agreement so that the investment by Sport England via WMCA is recognised, valued and understood. 5. In doing so, establish the reporting milestones so that performance, impact and learning can be evaluated and inform future practice. 6. Prepare and submit 6 monthly reports including financial 		
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				reconciliation to Sport England for this work.		
3.	Capacity funding to extend the current Sport England funded headline CWG sport legacy programme called Commonwealth Active Communities (4 placed based partnerships working with communities to get more people active) which will extend the programme beyond its current December 2023 Investment to build on and extend the Commonwealth Active	4 Commonwealth Active Communities (CAC) Place based projects	4 CACs (600 additional people active)	<ol style="list-style-type: none"> Working with Sport England & use the CWG on going partnership maturity matrix & CAC actions to determine the ongoing capacity priorities for each CAC by June 23 Work with each CAC to agree capacity investment requirements and budget inc. capacity to generate and support organisations in their locality to bid for Community grants by July 23. 	<p>Increased capacity to develop shared working across an area to work with communities to get more people active.</p> <p>More resources into areas of highest deprivation to work with communities to get more people active</p>	Ensure everyone has the opportunity to benefit

	<p>Communities model across the Black Country, Coventry, Birmingham and Solihull with a focus on locally determined interventions including join up with grass roots budget to support work in Birmingham</p>			<ol style="list-style-type: none">3. To work with legal & procurement to agree funding process by July 23.4. In doing so, establish the reporting milestones so that performance, impact by Sept 23.5. Scope the extension of the CAC evaluation & work with legal and procurement to see approval to extend the Sheffield Hallam Univ (SHU) contract by July 23.6. Set milestone evaluation report in line with CAC so that SHU is working with		
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				<p>CACs and reporting to WMCA & WB Board rather than DCMS by Sept 23.</p> <p>7. Prepare and submit 6 monthly reports including financial reconciliation to Sport England for this work.</p>		
4.	<p>Implementing sport and physical activity priority actions for the WM Mental Health Commission and creating the WMCA capacity for co-ordination of delivery and impact over the next 3 years in addition to the Community grants mental</p>	0	<p>300</p> <p>Max. no. of children and young people referred to a sport mental health care pathway.</p>	<p>1. Seek approval to establish a new WMCA 3 year post as Assistant Delivery Manager by June 2023 and recruit by July 2023.</p> <p>2. Bring together mental health trust and sport partners to scope out the prioritisation of this investment</p>	<p>Sport and physical activity integrated within the mental health care pathway leading to:</p> <p>Improved mental wellbeing</p> <p>Improved levels of physical activity</p> <p>Improved information & advice about the benefits of physical activity.</p>	<p>Ensure everyone has the opportunity to benefit</p>

	wellbeing programme.			<p>against MH Commission priorities and agree where this investment will bring value to the mental health, sport system and community grants programme by Sept 23.</p> <ol style="list-style-type: none">3. Develop the PID, procurement and evaluation of this prioritised work leading to investment by November 2023.4. Establish milestones for reporting on performance and impact by Nov 23.5. Prepare and submit 6 monthly reports including financial reconciliation to		
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				Sport England for this work.		
5.	Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)	0	2% Of the grant bid.	<ol style="list-style-type: none"> 1. Set out and monitor how this investment is determined, used and accountability back to Sport England. 2. Prepare and submit 6 monthly reports including financial reconciliation to Sport England for this work. 	WMCA	Develop our organisation and our role as a good regional partner
6.	Recruitment of a WMCA Programme Delivery Manager post in the CWG team to co-ordinate and ensure delivery.	0	1 Additional 3 year full time post.	<ol style="list-style-type: none"> 1. Agree business case including jd. 2. Once funding confirmed, advertise and recruit by Aug. 23 3. Put in place induction programme to 	WMCA	Develop our organisation and our role as a good regional partner

				<p>develop WMCA and programme understanding and processes by Oct. 23</p> <p>4. Set out and manage work programme and performance inc. reporting to the WB Board and Sport England on progress, issues and impact by Sept 26</p> <p>5. Work towards sustaining manager position, post Sport England funding by Feb. 26</p>		
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1.2 existing arrangements and business needs

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

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

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

In planning for this delivery, we recognise that:

- a. There is limited capacity in the current ESC Health and Communities team to manage this work, so it is proposed that some of this funding is used to recruit a Programme Delivery Manager in the new CWG team. This is supported by my line manager, HR and the Community Grants team. The postholder will be responsible for developing the programmes of work, enabling delivery, capturing impact and reporting to the WB Board on impact and issues. The post will be line managed by the WMCA's Strategic Lead for Wellbeing and Prevention.
- b. This promotion needs to be constant over the grant period and need the input from mental wellbeing and sport and physical activity partners to do so. The funding into the Commonwealth Active Communities will help this.
- c. Although promotion will generate applications, some organisations such as voluntary organisations or people working with vulnerable groups may not have the expertise to apply, Again this will be a role of the Commonwealth Active Communities through this Sport England funding;
- d. Evidence shows us that in the voluntary and community sport sector, there is a need to build capacity in these organisations to build their resilience through the cost of living crisis and grow by accessing expertise. Also for many SMEs and voluntary groups they do not have the governance and operation to enable them to access such grants. The Community grant scheme is aiming to address this. The Sport England investment will enable the WMCA to procure specialised organisations who will be able to help new organisations start up and provide the capacity building expertise such as business planning, staff recruitment that successful community grant recipients would be referred to.
- e. The Inclusive Communities trailblazer projects are based on the evaluation of the Games time legacy projects such as Gen 22. We want to ensure that we maximise the reach of the projects by taking the learning from other projects to inform the trailblazer projects moving forward, such as the WMCA Include Me West Midlands pledge to make sport and physical activity more inclusive and accessible. The Sport England investment will provide leverage to ensure that these projects have an even greater impact.
- f. We are developing a long term partnership with Sport England through a MoU focusing on joint priority areas to reduce health inequalities and get more people active. These priority areas include joint investment for which the Community grants programme has been identified where both Sport England and WMCA can bring match funding aligned to these priorities. Without this MoU, this would not be possible.
- g. Given that Sport England is bound by Government legislation as a NGPB and lottery distributor, Sport England cannot devolve the responsibility to the WMCA or its grant administrative body, so we are focusing this solicited bid on areas where the added value could be measured for the WMCA's Community Grant programme. This added value investment would not be available without the MoU.

1.3 project scope and services

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

<i>Table 3</i>	
<p>The ‘Essential’ requirements</p> <p><i>Without these requirements, the project would not be judged to be a success i.e. the ‘must have’</i></p>	<ol style="list-style-type: none"> 1. As Sport England and the WMCA are developing a long term partnership through a MoU, the Community grants programme provides the statement of intent to Local Authorities on how we intend to collaborate and co-invest to deliver our ambitions. 2. WMCA recruitment of a Assistant Delivery Manager to enable development and delivery of this work. 3. The investment priority objectives listed above, provide the “must haves” as we have agreed that this will accelerate the delivery & impact of the Community grants programme. This relates to the: 4. Community capacity building expertise which will enable grant recipients to access such expertise & grow the number of organisations who are eligible to apply. 5. Commonwealth Active Communities capacity funding enabling these projects based in the most deprived areas of each one of the 7 Constituent authorities to continue to address inequalities and get more people Active. This is the cornerstone of the Games sport Legacy and their funding ends on 31 December 2023. 6. Leverage more evidence based influence and practice on the trailblazer projects to have a long lasting and far reaching impact.
<p>The ‘Desirable’ requirements</p> <p><i>The project may justify these requirements on a value for money basis i.e the ‘could have’</i></p>	<p>In considering the Community Grants, WM Mental Health Commission Grants framework, we could have duplicated a number of projects which could have been taken out of Community Grants and funded by the Sport England investment. However, when considering the Community Grants eligibility criteria and the framework’s actions, we felt that the integration of physical activity in to the NHS mental wellbeing pathway provided the highest priority as it presents the most significant value for money compared to the other mental health and sport projects for the WMCA.</p>
<p>The ‘Optimum’ or ‘Highly Desirable’ requirements</p> <p><i>The project may justify these requirements on a marginal low cost and affordability basis i.e. the ‘nice to have’</i></p>	<p>The nice to have would have been 2 separate but aligned grant streams one funded by the WMCA and managed through a 3rd party and one funded by and managed by Sport England. This would have meant that the WMCA has less influence on investment, no reporting and limited opportunity to leverage influence and spend to cover management costs and also not in line with the MoU. Hence, it was agreed that this would not be the path that we would follow.</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.

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
	Financial – there is an over or underspend on the grant. Mitigation Due Date: January 2027 (2.5 years into programme delivery)	3	1	4	Simon Hall to be transferred to the proposed Assistant Delivery Manager on appointment	Projects will be offered an indicative 75% of funding available and 25% subject to performance and need available in the last year. Update Sport England on progress and seek change request
	Stakeholder/Fund recipients – may not be willing to accept or agree to additional funding or requirements. Mitigation Due Date: February 2024	4	3	12	Simon Hall to be transferred to the proposed Assistant Delivery Manager on appointment	Work with fund recipient to agree leverage and added value that this investment brings.
	Management – there is little oversight for the funding by the WMCA leading to misuse of funds or limited impact. Mitigation Due Date: February 2024	4	2	8	Simon Hall to be transferred to the proposed Assistant Delivery Manager on appointment	Role of new Assistant Delivery Manager as outlined in the objectives and the extended role of the CWG Physical Activity legacy lead which WMCA is funding with other funding.

	Service Delivery – the investment does not meet outputs or delayed due to deliverer issues.	3	2	6	Simon Hall to be transferred to the proposed Assistant Delivery Manager on appointment	Role of new Assistant Delivery Manager as outlined in the objectives and the extended role of the CWG Physical Activity legacy lead which WMCA is funding with other funding. Reporting to the WMCA Wellbeing Board.
	Mitigation Due Date: Monitored quarterly and mitigated by September 2026.					
	Service Impact – limited impact in use of investment in getting more people active & reducing inequalities.	4	2	8	Simon Hall to be transferred to the proposed Assistant Delivery Manager on appointment	Role of new Assistant Delivery Manager as outlined in the objectives and the extended role of the CWG Physical Activity legacy lead which WMCA is funding with other funding. Reporting to the WMCA WB Board.
	Mitigation Due Date: monitored quarterly and mitigated by Dec 2024 following agreement with the recommendations of the first evaluation report					

1.5 constraints

Specify any constraints that have been placed on the project.

- Sport England Lottery funding cannot be devolved to a 3rd party like WMCA to make decisions on grant applications. Hence, we are focusing this investment on where it will bring added value.
- Funding scope – WMCA has worked with Sport England to agree which and types of projects should be funded.
- Funding allocation – Sport England grant awards are dependent on match funding and also fund 6 months in advance, so cannot go beyond the scope of the Community Grants and cannot go beyond 6 month advance budget.
- Funding delivery – not grant aided organisation to a 3rd party via the WMCA cannot be used beyond the scope of the grant e.g. not able to make their own grant decisions.

1.6 dependencies

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

- Community Grants funding for sport and physical activity **approval** – the £2.5m is subject to the WMCA investing a minimum £3.0m into sport, physical activity and mental wellbeing projects.
- The Commonwealth Active Communities capacity building outlined above is subject to CAC's been able to bid for community grant funding to reduce inequalities. It is recognised by Sport England that there is no funding guarantee.
- Establishing the reporting and evaluation process which is manageable and achievable which provides the evidence and learning which can be applied further.
- Adherence to the principles, priorities and values set out in the WMCA and Sport England MoU.
- The MoU is subject to WMCA Wellbeing Board approval scheduled for July 2023 approval.
- The MoU and Sport England investment is dependent on the WMCA Board approving the Health Devolution duty.

2 economic case

maximise public value to society through the selection of the optimal combination of scope, costs and outcomes

2.1 critical success factors

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

#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	Increase in the number of Community Grants applications for sport, physical activity & mental wellbeing projects.	Capacity funding to extend the current Sport England funded headline CWG sport legacy programme called Commonwealth Active Communities (4 placed based partnerships working with communities to get more people active)
2.	Increase in the number of people getting active from receiving community grants funding.	

		which will extend the programme beyond its current December 2023 Investment to build on and extend the Commonwealth Active Communities model across the Black Country, Coventry, Birmingham and Solihull with a focus on locally determined interventions including join up with grass roots budget to support work in Birmingham
3.	Increase in the number of young volunteers trained and provided placement opportunities in sport and physical activity.	Providing additional investment into the proposed United by 2022 trailblazer legacy programme over the lifetime of the CWG enhancement funding investment to bolster the sport and physical activity offer into programmes such as Gen 22 and Bring on the Power by integrating the learning from for instance the Sport England funded Gen 22 sport legacy project and WMCA's Include Me West Midlands programme and ambition to be an exemplar region for disabled people
4.	Increase in the number of voluntary and community organisations who have the appropriate governance, operation and capacity to be resilience and sustainable.	Procuring community grass roots voluntary sector resilience and capability e.g. a partnership of agencies who could provide triage support over 3 years across the WM for organisations who have gained community grants, or are unable to apply as they don't have the appropriate governance or operations.
5.	Increase in the number of people referred to physical activity as part of a mental health care pathway.	Implementing sport and physical activity priority actions for the WM Mental Health Commission and creating the WMCA capacity for co-ordination of delivery and impact over the next 3 years in addition to the Community grants mental wellbeing programme
6.	Sport England approve 6 project reports & reconciliation forms to evidence impact and spend.	Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k). WMCA recruitment of a Assistant Delivery Manager to enable development, delivery of this work reporting to the WMCA's Wellbeing Board.

2.2 benefits appraisal

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

Table 6			
#	Benefit	Benefit Type	Beneficiary

1.	Increased resilience & sustainability of sport, mental wellbeing & physical activity voluntary organisations.	Quantitative	Voluntary and community organisations & people they serve.
2.	Reduced health inequalities & more people active	Quantitative	Communities who are the beneficiary of community grants & those living and benefiting from the Commonwealth Active Communities areas e.g Lozells, Brierley Hill,
3.	Increased sport training and placement opportunities for young volunteers	Quantitative	Young people esp. from vulnerable groups involved in projects such as Gen 22.
4.	Increased evidence and learning about the impact of a grants programme	Qualitative	Local Authorities, Sport England, WMCA and community organisations
5.	Improved mental wellbeing	Qualitative and quantitative	Patients referred to sport and physical activity as part of a mental wellbeing pathway.
6	WMCA as a good partner	Qualitative	Sport England returns submit in time and within agreed thresholds. Positive feedback on budget and programme management

2.3 value for money assessment

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

<i>Table 7</i>	
Social Benefits and Costs (with ranges)	<p>Sport is widely seen as a way for people of different backgrounds to interact and integrate by taking part, volunteering and spectating.</p> <p>It can provide opportunities for migrants to adapt to living in England and can bridge divides between men and women, homeless people and those who are not homeless, and people with different employment backgrounds.</p> <p>It can reduce the risk of developing type 2 diabetes by 30-40% and can reduce the risk of a range of</p>

	<p>medical conditions, including cancer, dementia, strokes, heart disease and depression.</p> <p>Sport and physical activity can help prevent ill health as well as provide therapeutic and management effects for those suffering - particularly for people affected by cancer.</p> <p>It can also lead to improvements in strength, balance, movement and motor skills, and help in maintaining a healthy body weight.</p> <p>Other physical wellbeing outcomes backed by evidence include improved quality of sleep, increased energy levels, healthy early years development, reduced unhealthy behaviours like smoking, reduced mortality, effective pain management and improved quality of life in ageing.</p> <p>The WMCA geography has the highest levels of physical inactivity in England according to Government's Active Lives Survey, there is about 100k people gap between the WM and England's physical inactivity levels. According to the Black Country Consortium Limited in 2017, this equates to a loss of £137m to the WM economy and £330m health savings.</p>
<p>Whole Life Public Sector Costs of Preferred Option (£m) (aligned to Section 3.2 below)</p>	<p>The whole life costs direct costs are £10.5m and this can bring up to £42m additional benefits to health and the economy.</p>
<p>Value for Money Judgement (why is this option being chosen over others)</p>	<p>According to Sport England, for every £1 invested in sport and physical activity leads to at least a £4 return on investment.</p> <p>Hence, the minimum £3.0m Community & £5m trailblazer investment into sport, physical activity and mental wellbeing projects and £2.5m Sport England investment into the WMCA has the potential to lever £42m return in individual, social and economic return.</p>

2.4 options analysis and appraisal

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

Option	Description	Shortlisted (S) / Rejected (R)	Meets Objectives? (Y/N)
1.	Don't approve the Sport England	R	No

Do Nothing	grant award and not access funding to provide added value.		
• Do Maximum -invest across the Com Grants Portfolio.	Don't accept the award award and Sport England funds projects against all CWG enhancement funding Community Grants programme with Sport England making decisions on its own Grants. Funding spread to thinly which limits added value. Creates confusion for projects	R	No
• Do Minimum – invest in Com Grants only	Don't accept the grant, but Sport England allocate £2.5m for projects to bid for. Sport England and the Grant administrator decide who receives which Community Grants applications. Investment focuses on reduces inequalities, capacity and start up funding.	R	2/5
• Do something – invest in targeted projects	Accept the Sport England grant, WMCAWMCA and Sport England agree where investment should be targeted to provide added value to the Com. Grants, no separate grant scheme and provides greater leverage to get return on investment.	S	5/5.

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

	Option 1	Option 2	Option 3	Option 4
Net Costs (capex and opex)	X	Opex – Operate 2 grant funders, WMCA to manage & influence both. No net costs	Opex – similar to previous.	£2.5m (includes 2% operational costs and new post)
Benefits that arise (monetary and non-monetary)	X	Minimal as funding spread too widely.	More targeted at Community grants	Greater added value to community grants (funds those elements that Com Grants is not able too and realises impact and

				learning)
Risks associated	Stakeholder & funding risks – no additional investment, challenges the MoU principles	Stakeholder, funding, management, impact and delivery risk – WMCA area beneficiary but not recipient of funding, no control all influence.	Stakeholder & funding risk as WMCA has no control on how aligns to Community Grants	Funding, management, delivery and impact risks – but WMCA with more influence and control on spend

2.5 recommended / preferred option

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

4 is Preferred option is for WMCA to accept and receive the £2.5m grant in line with the WMCA and Sport England MoU.

WMCA with Sport England decides on funding priorities (reduces risk) where added value will be achieved against the sport, physical activity and wellbeing elements of the CWG legacy Community grants & Trailblazer programmes.

WMCA through legal and procurement has greater control and influence on investment. Ensures reporting through the WMCA governance.

3 commercial case

commercially viable and attractive to the supply side

3.1 expected outputs

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

Output 1	Specialist voluntary and community organisations who would provided dedicated support to up to 200 organisations.
Output 2	4 Commonwealth Activities communities sustained until March 2026 getting a minimum of 600 additional people active.
Output 3	300 people in poor mental health evidencing an improvement in their wellbeing after taking part in a physical activity intervention.
Output 4	350 additional young volunteers and opportunities for volunteering in sport and physical activity.
Output 5	

3.2 route to procurement and existing rules and regulations

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

- leverage to the trailblazer projects: this is subject to WMCA agreement on procurement to United by 2022, the charity from the Bham CWG. They are receptive to receiving additional funding to bolster their delivery of the trailblazer projects.
- Commonwealth Active Communities Capacity Building: the Sport England current investment into the CACs (Coventry CC, Solihull MBC, Active Black Country (on behalf of the 4 Local Authorities) and Sport Birmingham (on behalf of Birmingham CC and partners) ends on 31 December 2023. The assessment on investment will be based on the DCMS/Sport England CAC evaluation partnership maturity assessment and recommendations as well as encouraging more organisations to apply for Community Grants. The opportunity to access capacity building has been identified as attractive by the lead partners above and Sport England. This will be subject to WMCA approval on exemption from procurement as the WMCA was one of the architects of the development of the CACs and also it is using Sport England funding to extend currently Sport England projects.
- Voluntary and Community Sport Sector Capacity Building: identified as a high priority need by Sport England and its sport system partners such as National Governing Bodies of Sport and Active Partnerships such as Active Black Country and Sport Birmingham above. There are a number of agencies such as Voluntary Community Sector organisations such as Dudley CVS and national charity Sported and Localities who could provide such a service. The proposed procurement is through a Request for Quotations or to establish a preferred suppliers network, but may be restricted due to timescales.
- Physical activity as part of the mental wellbeing pathway: This was determined as a priority by the West Midlands Mental Health Commission for which the Local Trusts and Sport England were members. Procurement to be decided.

WMCA Procurement has confirmed (23/05/23) supportive of the proposals and will endeavour to support procurement activity.

WMCA Legal team has confirmed (23/05/23) that the legal team have been consulted in relation to the MoU between Sport England and the WMCA and the subsequent procurement exercises and will continue to provide support in connection with these exercises to engage organisations, having regard to subsidy control as it arrives.

3.3 charging mechanism

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

The WMCA's intention is to offer in the region of 75% of the available funding for each programme objective for successful applicants and retain 25% subject to performance, impact and WMCA priorities.

The planned investment into these projects will be similar to the way in which the WMCA draws down Sport England grant e.g first 6 months upfront and then every 6 months subject to successful performance and reconciliation reports on the Sport England grant.

The WMCA would set out in any grant agreement how the grant can be used, minimising the risk to the WMCA against its grant award.

3.4 RISK apportionment

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

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

	Design	Delivery	Impact
Financial – there is an over or underspend on the grant.	WMCA will be accountable	Grant recipients will be responsible for this risk reporting to the WMCA	Grant recipients will be responsible for this risk reporting to the WMCA
Stakeholder/Fund recipients – may not be willing to accept or agree to additional funding or requirements.	WMCA will be accountable	Grant recipients will be responsible for this risk reporting to the WMCA	Grant recipients will be responsible for this risk reporting to the WMCA
Management – there is little oversight for the funding by the WMCA leading to misuse of funds or limited impact.	WMCA will be accountable		
Delivery – the investment does not meet outputs or delayed due to deliverer issues.	WMCA will be accountable	Grant recipients will be responsible for this risk reporting to the WMCA	Grant recipients will be responsible for this risk reporting to the WMCA

4 financial case

affordable and fundable over time

Unrounded figures should be used throughout the Financial Case

4.1 capital and revenue funding statement

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

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

	Status (Secured / Not Secured)	£M
Revenue	Not Secured	£2.5m
Capital		n/a
Total		£2.5m

Funder	Amount	% of Total	Status (Secured / Not Secured)	Details of Funding Status / Timing / Conditions etc.
Sport England	£2.5m	100%	Not secured	Subject to WMCA approval of overall MOU with Sport England as well as approval of this bid submission. Sport England will announce bid outcome in July 23.
Total	£2.5m	100.00%		

4.2 overview of funding and affordability summary

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

1. This funding brings “notional match” to the WMCA’s CWG LEF Community Grants and Trailblazer Projects as described below.
2. Any funding from Sport England will require a signed MOU between the 2 parties; a 10 year partnership agreement has been issued by Sport England and is expected to get Executive Board approval in June 2023.

3. The Sport England grant of up to £2.5m is subject to Sport England approval through July 2023. This grant will be over a 3 year period.
4. These are the following 3 year funded programmes proposals aligned to the objectives above:

Community Grant Alignment	Budget	Work Stream	Summary
<p>Community Grants sport, physical activity and mental wellbeing.</p> <p>Commonwealth Active Communities Capacity To reduce geographical or demographic inequalities in those who are active. Projects to get the inactive active, driven by community need</p>	<p>£1,031,702 SE</p>	<p>Extending place based working and capacity.</p>	<p>WMCA An open community grants programme for which organisations can bid for sport and physical activity projects. Sport England would invest in the WMCA to: Investment to build on and extend the Commonwealth Active Communities model across the Black Country, Coventry, Birmingham and Solihull with a focus on locally determined interventions including promoting the Community Grants sport and physical activity opportunities, supporting organisations to apply and connecting organisations to the local and regional CAC network. To extend the CAC evaluation, reporting to the WMCA rather than DCMS on maturity, performance and impact.</p>
<p>Community capacity building in sport and physical activity organisations as part of a resilience and grow programme. Help new or existing organisations with no or limited governance or operations start up</p>	<p>£441,221 SE</p>	<p>Community organisations resilience and capacity expertise</p>	<p>WMCA Through Com Grants delivery organisations could bid for core costs inc. staff recruitment; financial planning or expert assistance to help new or existing organisations started inc. good governance & operations. Strengthening the resilience of the voluntary sport and physical activity sector. Sport England would invest in the WMCA to: Procure community and voluntary sector expertise capacity so that Community grass roots sport and physical activity who are in need to help and/or a recipients of community grants can access</p>

			expertise in resilience and capability building through a triaged support programme.
Inclusive Community Grants - Extending the Trailblazer Projects	£441,221	Additionality investment into Trailblazer legacy programmes	WMCA is intending procure an agency e.g. United by 2022 to extend the B2022 CWG trailblazer legacy projects. Sport England would invest in the WMCA to: target additional investment into projects which increases the number of young sport volunteers and volunteering opportunities taking forward the learning from the Games legacy Gen 22 programme and integrate the learning and impact of the WMCA's Include Me WM pledge and exemplar region for disabled people ambition by making all activities inclusive and accessible.
Inclusive Community Grants WM Mental Health Commission sport and physical activity framework actions	£356,867	WM Mental Health Commission and Sport, Physical Activity	WMCA Seek projects from organisations to deliver the WM Mental Health Commission framework such as addressing inequalities in mental wellbeing; thriving colleges/University; building sport and physical activity into the mental health care pathway. Sport England (as a Commission member) would invest in the WMCA to staffing and to take forward agreed Commission sport and physical activity recommendations which sit outside the Community Grants criteria such as integrating physical activity into the NHS mental wellbeing care pathway.
Assistant Delivery Manager (CWG physical activity & wellbeing legacy)	£178,989	Salary and oncosts	Working as part of the CWG team, provide co-ordination of the planning and delivery of these workstreams, its integration, learning and impact on Community Grants. SP32-36 (Assumed SP34) & + oncosts (27%) +spinal point increase in and 3% inflation costs increase in years 2 and 3
WMCA Management Costs	£50,000	Management Costs	Set as 2% of Budget

Total	£2.5m		
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5. There is no shortfall in funding.

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

<i>Table 12</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	Sport England grant
Funding Commencement Date	05/09/23
Funding Completion Date	30/09/26
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	The Sport England grant will be claimed 6 months in advance based on our agreed forecast. This will mean that WMCA will need to cashflow this programme through it's lifecycle, as shown in Table 14.
Any Conditions Precedent? <i>e.g. securing DfT funding. Include any spend deadlines, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	Securing this funding will enable WMCA to deliver the Sport England and WMCA MoU.
Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i>	Not relevant
Work streams for which WMCA Funding is available to be drawn against <i>e.g. all / workstream 1, 3 and 4 etc.</i>	

4.3 borrowing summary

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

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

<i>Table 13</i>	
Principle expected to be Borrowed	<i>Not applicable</i>
Source of Finance	
Loan Type	
Interest Rate Assumed	
Loan Term	
Expected Loan Draw Down Date	
Repayment Source	

Other costs Associated with Borrowing**4.4 CASHFLOW**

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates as required and number of funding sources. (see Cash flow attached)

Table 14							
Year (fiscal)	Q1-2 23-24	Q3-4 23-24	Q1-2 24-25	Q3-4 24-25	Q1-2 25-26	Q3-4 25-26	Q1-2 26-27
	Income (£k)						
Revenue Sport England	133.6	351.0	351.5	416.6	464.5	782.8	0.0
Revenue CWG LF	0.0	180.0	1,500.0	1,320.0	0.0	0.0	0.0
	Expenditure (£k)						
Opex Sport England	(11.3)	(238.9)	(351.5)	(351.5)	(449.2)	(495.2)	(602.5)
Net position	122.3	(305.7)	(575.7)	299.4	314.8	602.5	0.0

4.5 stakeholder support

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

1. Sport England's Board approved for the WMCA solicited grant and MoU proposal at its March 2023 Board.
2. The work programme proposals have been developed in consultation with Sport England and for the voluntary and community sector capacity and start up funding national charity Sported who is contracted by Sport England has informed this element.
3. Coventry CC and Solihull MBC along with Active Black Country (and Walsall MBC) and Sport Birmingham and Birmingham CC are aware of the WMCA's Community Grants programme and Sport England investment opportunities.

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

1. Governance and Decision Making

In line with the CWG enhancement funding, the WMCA's Wellbeing Board will have the oversight for the Community Grants programme and this Sport England investment.

As part of the WMCA's and Sport England's partnership and MoU there is the intention to establish a Physical Activity Advisory group reporting to the WMCA WB Board who will be responsible for recommendations to the Board on the delivery and impact.

Day to management for decisions will be made by the proposed Assistant Delivery Manager funded through the WM Mental Health Commission element of the funding, reporting to the Strategic Lead for Wellbeing and Prevention.

2. Change Management arrangements

Any changes to the use of the Sport England funding will be in line with the Sport England grant award and will be agreed in consultation with Sport England, led by the Strategic lead for Wellbeing and Prevention.

Any changes will also be subject to the WMCA change management process. All material delivery changes (funding or purpose) made by an organisation funded through this work will be subject to approval via the WMCA change management process. The changes will be considered by the Physical Activity Advisory Group who will recommend approves or not to significant changes which potentially places the WMCA at risk to the WB Board. We will agree the change thresholds in line with the WMCA policy.

3. Benefits realisation.

Benefits realisation will be captured via the reporting by the WMCA Sport England grant recipients and through the Community Grants evaluation, where added value has been achieved. The benefits register is listed above. This will be reviewed on a quarterly basis.

4. Contract Management Arrangements

This will be subject to approval from legal and procurement in line with the Sport England grant award. The Assistant Delivery Manager will take responsibility for the day to day contract management. The ESC's Project Delivery Officer will receive the 6 monthly progress and budget reports and be responsible for informing the Co-ordinator and Finance on progress and impact.

5. Post evaluation arrangements

As highlighted, because of the way in which the WMCA intends to finance these projects with 25% of budget held back based on performance, the 6 month progress and financial reports are critical. The Co-ordinator will also be able to capture the evaluation of other projects, through the proposed evaluation of the mental health projects; WMCA

investment through this grant to continue to the CAC evaluation (reporting to the WMCA not DCMS) and also through the Community grants evaluation. This evaluation, learning and impact will be reported to the Advisory group who will make recommendations to the WMCA Wellbeing Board of future actions.

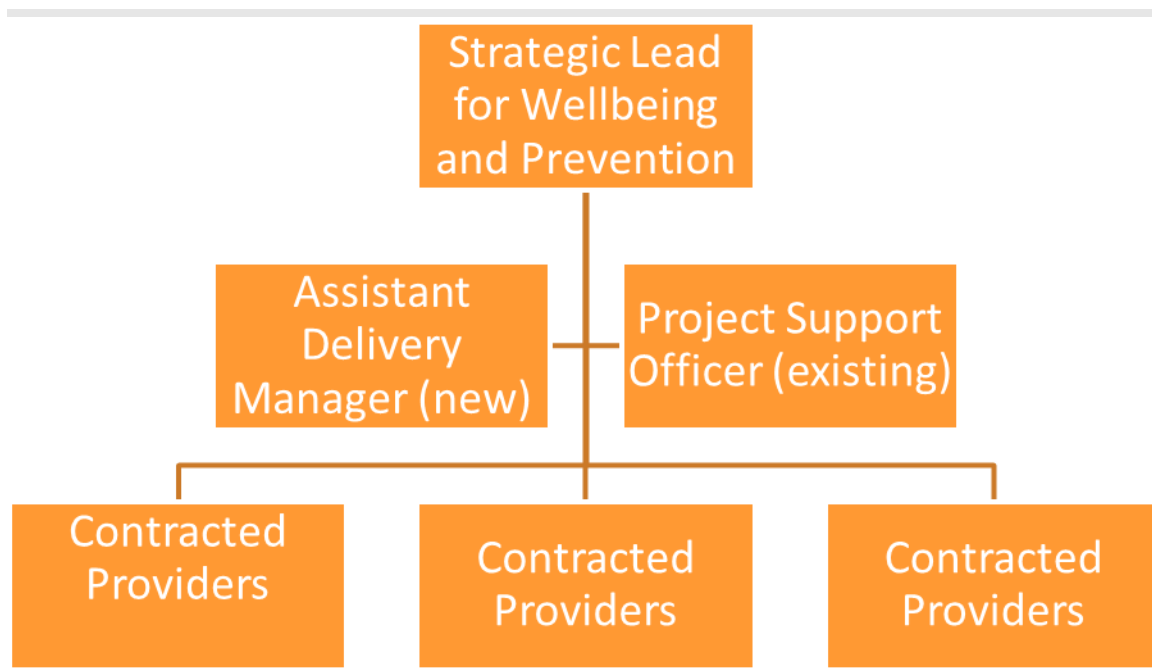
5.2 project schedule for delivery

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

<i>Table 15</i>			
#	Milestone	Start Date	End Date
1.	Acceptance of Sport England grant award	July 2023	October 2023
2.	Agreement of the legal and procurement routes	June 2023	July 2023
3.	Recruitment of the 1 WMCA post	July 2023	September 2023
4.	Contracting or tendering for work.	July 2023	October 2023
5.	Contract delivery	November 2023	October 2026
6.	Progress Reporting	November 2023	November 2026
7.	Evaluation reporting	November 2023	January 2027
9.	Sustaining and lessons learnt event		February 2026
10.	Next phase to be confirmed by the WMCA		June 2026

5.3 project organogram

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



5.4 project delivery roles and responsibilities

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

Table 16

	Strategic lead for WB & Prevention	Assistant Delivery Manager	Project Support Officer	<Insert Role>	<Insert Role>
Staff recruitment	A	I	C	Choose an item.	Choose an item.
Governance & Decision Making	A	R	C	Choose an item.	Choose an item.
Reporting to Sport England & WMCA WB Board.	A	R	C	Choose an item.	Choose an item.
Contract design and delivery	I	A	Choose an item.	Choose an item.	Choose an item.
Project risk management, progress and reconciliation	I	R	A	Choose an item.	Choose an item.
Evaluation	I	A	R		

5.5 Use of specialist advisers

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

1. This business case has been written, in conjunction with specialist advice from the following central service functions : Finance (Aqeel Rizvi) inc. VAT specialist (Rachel Teoh), Procurement (Brad Benson), Legal (Nigel Channer) and HR (Corinne Seymour). This has ensured that we achieve best value for the grant award and remain compliant with both Sport England and WMCA processes.
2. Internally also reliant on the Community Green Grants team to ensure that there is clarity and consistency of the accountability and responsibility of the grant administrator organisation and the specialist agencies who would either generate applications or provide services to those organisations who have received funding e.g. help on business planning, setting up governance and operations.
3. Through procurement, the WMCA will be purchasing specialist services who can provide dedicated services to sport and physical activity organisations.

5.6 risk and issue management

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

See the risk register above.

5.7 project assurance

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

1. Assessing the risks and strengths

The following risks and strengths have been identified for each programme workstream:

Objective	Risks	Strengths	Narrative
Procuring community grass roots voluntary sector resilience and capability.	Not able to predict the breadth of support vol orgs require. Setting up timescales need to be in line with Community Grants.	Evidence based need (based on Sport England & its system investment)	Use evidence base to determine scope of work.
Providing additional investment into the proposed United by 2022 trailblazer legacy programme over the lifetime.	Delays in procuring organisation such as United by 2022 may offset planning and delivery of this additional investment.	Builds on evaluation and learning from CWG sport legacy work and WMCA's Include Me WM pledge and commitment	Need to broker investment in line with WMCA procurement for the management of the trailblazer projects
Capacity funding to extend the current Sport England	Not demonstrating the added value	Builds on the WMCA, Sport England & DCMS	Set out capacity to generate and support Community

funded headline CWG sport legacy programme called Commonwealth Active Communities	that this brings to Community Grants. No guaranteed funding for delivery, CACs will need to apply.	co-designed and evaluation of the CWG physical activity legacy programme. Builds on evidence and impact.	Grants applicants as a standard WMCA award condition including outputs.
Implementing sport and physical activity priority actions for the WM Mental Health Commission	Will require time to negotiate, design with MH trusts.	Builds on evidence and actions from the WM Mental health Commission	Focus on piloting and learning from practice.
Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)		Continues existing practice.	Need to reconcile as part of the Sport England grant.

2. Ensuring known requirements for project success are present

Objective	Known requirements
Procuring community grass roots voluntary sector resilience and capability	<ul style="list-style-type: none"> • Sported and Sport England evidence of need from Sport England operating its small grants programme (£1.5k). • Investing in to the delivery of an evidence based framework.
Providing additional investment into the proposed United by 2022 trailblazer legacy programme.	<ul style="list-style-type: none"> • Taking forward the learning from the Sport England CWG legacy Gen 22 and WMCA CWG Skills Academy learning to add to the existing Gen 22 evaluation on volunteering in sport and physical activity. • Taking forward the learning and impact of include me west midlands in delivering change so that sport and physical activity is more inclusive, accessible and customer focused.
Capacity funding to extend the current Sport England funded headline CWG sport legacy programme.	<ul style="list-style-type: none"> • Evidenced impact of collaborative and distributive leadership in localities to get more people active. • Building from strong evidence base through DCMS supported evaluation. • Based on community engagement and decision making.
Implementing sport and physical activity priority actions for the WM Mental Health Commission	<ul style="list-style-type: none"> • Using the evidence base from the WM Mental Health Commission, • Integrated into the Mental Health Commission Community grants framework.
Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)	<ul style="list-style-type: none"> • Standard WMCA practice.

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3. Providing unbiased, independent evaluation of the project's prospects for success

Objective	Providing unbiased, independent evaluation of the project's prospects.
Procuring community grass roots voluntary sector resilience and capability	<ul style="list-style-type: none"> Procure independent evaluation alongside the Community Grants evaluation in line with WMCA ToC and logic model.
Providing additional investment into the proposed United by 2022 trailblazer legacy programme.	<ul style="list-style-type: none"> In line with WMCA ToC and Logic Model, influence the independent evaluation for the 2 trailblazer projects that the Sport England investment is aiming to fund.
Capacity funding to extend the current Sport England funded headline CWG sport legacy programme.	<ul style="list-style-type: none"> Extend the DCMS supported CAC evaluation undertaken by Sheffield Hallam University across the grant period. Adapted in line with the WMCA ToC and Logic Model.
Implementing sport and physical activity priority actions for the WM Mental Health Commission	<ul style="list-style-type: none"> Procure independent evaluation in line with WMCA ToC and logic model.
Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)	<ul style="list-style-type: none"> Will be required to evidence impact and spend.

4. Keeping firmly in control as the project matures

Objective	Keeping firmly in control
Procuring community grass roots voluntary sector resilience and capability	<ul style="list-style-type: none"> This will be managed on a day to day basis by the Assistant Delivery Manager and the 6 month reporting process outlined above and in the evaluation above reporting to the WMCA's Wellbeing (WB) Board.
Providing additional investment into the proposed United by 2022 trailblazer legacy programme.	
Capacity funding to extend the current Sport England funded headline	

CWG sport legacy programme.	
Implementing sport and physical activity priority actions for the WM Mental Health Commission	
Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)	

5. Working closely with project teams stakeholders so risks and issues are collected, prioritised and mitigate

Objective	Working closely with project team stakeholders
Procuring community grass roots voluntary sector resilience and capability	<p>This will be the role of the Assistant Delivery Manager supported by the existing WMCA project support officer working closely with contracted partners capturing any issues and managing and mitigating risks.</p> <p>Ensuring that the stakeholders (contracted partners) are reporting through to their own governance, but understanding that any change, progress and decisions are made by the WMCA via its change management process, the Physical Activity Advisory Group and final decisions made by the WMCA's Wellbeing Board.</p>
Providing additional investment into the proposed United by 2022 trailblazer legacy programme.	
Capacity funding to extend the current Sport England funded headline CWG sport legacy programme.	
Implementing sport and physical activity priority actions for the WM Mental Health Commission	
Contributing to the WMCA costs for the management of the Sport England grant at 2% of total grant (£50k)	

5.8 contingency arrangements

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

1. The Sport England grant funding is not restricted to the CWG Enhancement Funding timescales, so there is some time flexibility to manage delays and disruptions.
2. We are proposing retain 25% of the grant for recipients which enables us to manage delays and disruptions.
3. We will provide Sport England with RAG rated progress reports and seek both internal and Sport England approvals for change to the delivery of the programme (either agreeing a new work stream due to disruptions or change in the time line due to delays).
4. The WMCA will also manage a risk and issue management process across each of the work streams reporting to the proposed Physical Activity Advisory Group.

5.9 LESSONS LEARNT

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

1. The WMCA's Assistant Delivery Manager will co-design a theory of change and logic model for each of the work streams which will steer the evaluation and learning.
2. Project reports will provide the WMCA with delivery progress against the outputs as well as capturing learning around community engagement, the leverage of additional investment; effectiveness of the capacity building for voluntary and community organisations and the realisation of the Community Grants programme.
3. Alongside the learning gained from the Community Grants programme, which for sport, physical activity and wellbeing will be reported to the WMCA Wellbeing Board via the Physical Activity Advisory group, the WMCA will also use this Sport England to establish the evaluation and impact for each of the work streams such as extending the Commonwealth Active Communities evaluation currently funded by Sport England and reporting to DCMS. This evaluation covers community engagement, stakeholder partnership maturity, impact of programmes to get more people active.
4. The proposed WMCA Physical Activity Advisory group will play a key role in capturing the learning and impact of the programmes and how this can inform future funded delivery, impact on Community Grants and lessons learnt for Sport and Physical Activity.
5. As part of this work, the WMCA will be developing 2 networks for those organisations who have been beneficiaries of the Sport England grant and Community Grants for sport, physical activity and wellbeing. Working alongside the WMCA Community Grants team and the grant administrator, we will establish:
 - a. A community of practice – targeting all beneficiaries to showcase delivery and determine the issues and opportunities that emerge. This will take place 2 times a year.
 - b. Community of learning also taking place 2 times a years targeting the Commonwealth Active Communities, Mental Health Trusts and United by 2022 to consider the learning from whole system approaches to reducing inequalities by getting more people active.
 - c. Community of Learning (2 times a year) for voluntary and community organisations to share learning on the value and impact of the community capacity building and start up programmes e.g. business planning, leadership, additional workforce, good governance and operation.

5.10 Monitoring AND EVALUATION

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

Include detail on the following:

- How performance will be measured? – Indicator/metrics
 - How does previous M&E learning inform the driving policy and or the project/programme?
 - Do you have costs for the budget & resources for M&E (note, this should align to the financial case)?
1. The WMCA will work with partners such as Sport England to develop a Theory of Change and Logic model for each work stream, this will inform the procurement and contractual requirements.
 2. We will build in evaluation as described above into each one of the programme objectives and contracts. This will follow the ToC and Logic model and will consider the qualitative evaluation of the impact, learning and change from the delivery.
 3. We will also establish a 6 month progress and financial reporting which will inform the WMCA's reports to Sport England as the grant funder and also to the WMCA's Wellbeing Board via the proposed Physical Activity Advisory Group.
 4. The requirements will be set out in the grant award conditions including:
 - a. Delivery outputs.
 - b. Evaluation and impacts
 - c. Governance approvals
 - d. Income and Expenditure
 - e. Reconciliation.
 5. This evaluation will also inform the Communities of Practice and Learning described above.
 6. This evaluation will also inform the WMCA's decisions on the final allocation of 25% of the grant as set out above, which is based on performance and impact.

mandatory APPENDICES REQUIRED FOR THIS bJc

The following documents must be appended to this BJC:

APPENDIX	PROVIDED (Y/N)
Risk Register and Issue Log	See section above
Written Confirmation/s of Confirmed Funding	Expected July 2023
Project Schedule	See above
If Investment Programme, Project Delivery Plan on a Page (POAP)	Y
If CRSTS, DfT Additional Appendix	
Stakeholder and Communication Plan	Y
Sport England and WMCA Final Draft MoU	Y
Sport England Solicited Grant Estimated and Sport England grant Claim Cash Flow	Y
Sport England Solicited grant application	Y
WMCA External Grant Checklist approval	N to be approved before 19 June Sport England grant submission.