

Programme Business Case

Single Assurance Framework



Coventry
University



West Midlands
Combined Authority

PROGRAMME BUSINESS CASE

The purpose of the **Programme Business Case (PBC)** is to select the projects and activities required to deliver the programme's spending objectives in support of the agreed strategy for the delivery of policy objectives.

A PBC should be used where several linked projects contribute to the same outcomes and cannot be treated separately. Producing a complete and detailed PBC means that the business cases for those projects can be smaller because they can refer to this submission.

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

PROGRAMME DETAIL			
Programme Name:	CWG Legacy Funds: Major Events Fund		
Directorate (if WMCA internal):			
Organisation (if WMCA external):	West Midlands Growth Company		
GOVERNANCE			
If external to WMCA, when was this project approved by your internal governance?	WMGC Lead Team approved the case on 21st April 2023		
STAKEHOLDER INVOLVEMENT			
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:			
Senior Responsible Owner (SRO):	Jonathan Skinner		
WMCA Executive Director:	Ed Cox		
Finance Lead:	Phil Cole		
Legal Representative:	Angela Willis		
Procurement Lead:	n/a		
Other (i.e., HR / Health & Safety):			
VERSION CONTROL			
Version:	V2	Date:	17/05/2023
PBC Prepared by:	Pip Abercromby	Job Title:	Director of Finance and Commercial

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROGRAMME WHICH INCLUDES (MAX 500 WORDS)

- A BRIEF PROGRAMME DESCRIPTION
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

The Birmingham 2022 Commonwealth Games has firmly established Birmingham and the West Midlands as a world class host region of significant cultural, business and sporting events. For the first time, Birmingham is now ranked 34th in the BCW global rankings of sporting cities, and efforts through the Business & Tourism Programme to promote the region as an international host of Major Events has generated a healthy pipeline of interest and hosting opportunities from Major Event owners and rights holders. However, the region lacks the financial means to bid for and host them, risking lost output and all the economic benefits that would bring, as well as improving the quality of life and appeal of the West Midlands as a place to live, work and invest.

To cement and build upon the Games' legacy, the WMCA Board has agreed the creation of a £6m West Midlands Major Events Fund to enable partners across the region to support the hosting and staging of major cultural, sporting and business events in financial years 2023/24 and 2024/25. These events will require competitive bids to be developed and won with Major Events organisers, and financial and operational commitments from regional Local Authority and non-constituent authority partners to host. Up to eight events will be supported, subject to a robust Project business case being developed which meets the programme criteria. It is anticipated that each bid will require in excess of £250,000 of support although smaller bids may be considered if they score highly against the criteria agreed in the framework.

West Midlands Growth Company (WMGC) will act as the secretariat for this fund, reporting to a newly-formed regional advisory group inclusive of local authorities, WMCA and other key stakeholders, including private sector experts as appropriate. This group will report into the region's Economic Growth Board and its membership will be aligned with other existing bodies that have an interest in this agenda, for example the Tourism Board and the Wellbeing Thematic Board. The latter is leading on the allocation of funding to local events and so cross-membership is important to ensure the optimum outcomes and value for money is achieved.

Events will be identified in partnership with stakeholders across the West Midlands and prioritised using the Major Events Evaluation Framework commissioned by the WMGC on behalf of the region, based on international good practice and approaches by bodies like UK Sport.

A programme of events can support inclusive growth by the lead delivery/procurement bodies (local authorities) embedding social value from procurement spend through regional supply chains. Further, events could be prioritised by their ability to widen participation and deliver against the region's 2041 carbon neutrality target.

WMGC will provide wrap-around support such as marcomms, familiarisation visits and investor engagement and, where appropriate international promotion, through its Global West Midlands Programme to ensure the economic, social and international profile benefits of hosting events are maximised.

Aligned with a package of international promotion, the major events will help level up economic performance in the West Midlands by:

- Raising the national and international profile of the region and its conference and events assets in places throughout the region.
- Sustaining an increase in domestic and international visitors.
- Boosting inward investment right across the region, including in primary and nascent clusters in the [West Midlands Plan for Growth](#).
- Creating and/or safeguard good quality jobs across the region, including supporting high-growth firms in clusters prioritised in the West Midlands Plan for Growth.
- Brokering new international relationships and trade opportunities for regional businesses.

FINANCE SUMMARY

<i>Table 1</i>	
Finance Summary	PBC (£)
Total Programme Cost:	£6m
WMCA Funding Required:	£6m
WMCA Funding Stream:	CWG Legacy Enhancement Funds
Funds Secured:	£0
Funds Not Secured:	£6m

1 - STRATEGIC CASE

PROVIDING STRATEGIC FIT SUPPORTED BY A COMPELLING CASE FOR CHANGE

1.1 PROGRAMME OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Outline the SMART (Specific, Measurable, Achievable, Realistic and Time-Dependent) objectives of the programme and how they will be measured within the table below. Desired outcomes include improved economy, efficiency, effectiveness, replacement and compliance.

Note, all programmes need to consider Inclusive Growth and its contribution to Net Zero.

The Major Events Fund supports the objectives of the Commonwealth Games Legacy Fund by directly attracting additional economic activity and indirectly supporting events which add to the quality of life and appeal of the West Midlands to live, work and invest.

The hosting of the Commonwealth Games and its Business & Tourism Programme stimulated interest in the region as a host of major events, with the WMGC and local authorities developing a significant pipeline of >10 prospective major events over the next two years. The BATP has also supported the development of a major events evaluation framework, drawing on best practice from UK Sport and other specialist prioritisation models. The Framework will identify the key metrics and performance indicators for the maximisation of benefits/impact for the region and these are detailed in section 5.

The Major Events Fund Programme Business Case explains how the Fund will be deployed at pace across a prioritised range of major events from the existing pipeline and proposals from local authorities, with local authorities acting as the principal sponsor/delivery manager for each event. All proposed events will be first evaluated and scored through the Framework to ensure that they meet the necessary key metrics and performance indicators. They will not be approved for submission to the West Midlands Major Event Fund Advisory Group (WMMEFAG) for review if they do not achieve the necessary requirements. The WMMEFAG will then carry out a further review to approve the final list that goes forward for approval of funding by the Economic Growth Board.

The Framework will be reviewed in detail and agreed by the WMMEFAG before being fully implemented to ensure that all factors of success are considered.

The portfolio of major events that is endorsed by the Economic Growth Board will then see each project complete a Project Case that will go through the Single Assurance process for approval by the WMCA Executive Board. The Project Business Case will be completed by the event's sponsor which will be the relevant Local Authority or non-constituent authority in which the event takes place.

One major event is on an accelerated path for funding from the West Midlands Major Events Fund because of urgency of delivery. The SportAccord World Business and Sport Summit¹

¹ SportAccord is a globally significant business event hosting world leaders in sport in the region and will provide an unrivalled opportunity to promote the region's assets and lay the foundation for the next 10 years and beyond of attracting major sporting and business events. We will be investing in a globally significant event that cuts across both Business and Sport. The 6-day

for 2024 request for up to £3m is being developed alongside this Business Case and preliminarily been evaluated against the prioritisation framework to help build an informed consensus among local authorities across the region – including briefings with Directors of Economic Development and Finance Directors, and explicit written endorsement from Local Authority Leaders/Chief Executives

The decision on these 2 events will be taken by WMCA’s Executive Board, in line with the delegations for projects with a value between £1m-£5m. The Project Case has been developed by WMGC and Birmingham City Council (the responsible delivery body for the project) and is subject to:

- DCMS/HMT funding agreement and conditions for the overall CWG Legacy Fund (expected end of May) and Investment Board’s agreement of the Major Events Fund PBC on 17 July.
- Julia Cleary, Bethan Stimpson and Kate Taylor are all satisfied with the Project Case from a governance/legal/finance perspective.
- Clear consensus from local authorities, built from extensive briefing and engagement (accepting none of these are ‘decision-making per se’):
 - Mayor and Portfolio Leaders
 - LA Chief Executives
 - Finance Directors and Directors of Economic Development

As per the management case protocols for project delivery, the lead local authority (Birmingham City Council) will be responsible for establishing a West Midlands steering group of key representatives from across the region to ensure that we deliver a conference and social programme that showcases the best of the region's cultural assets and infrastructure and positions West Midlands future hosting ambitions at the forefront of the event. A Local Organising Committee (LOC) will also be established and as the host Local Authority, Birmingham City Council will work with WMGC to establish a leadership and management group made up of key regional stakeholders – NEC Group, TfWM, Birmingham International Airport, Hoteliers Association, Convention Bureau - responsible for overall project management and operational delivery of SportAccord 2024, leaning on previous experience of successfully delivering the Birmingham 2022 Commonwealth Games

international business summit is attended by global leaders of sport represented at the highest levels. Previous editions have been held usually around the hosting of a Major International Event (Athens, Beijing, London, Dubai, Sochi) with the last edition being held on the Gold Coast Australia in 2019 following their hosting of the 2018 Commonwealth Games. The primary objective in hosting SportAccord in the West Midlands will be to market and promote our regions assets, venues and infrastructure to the international sporting community, attracting an unprecedented level of interest and stimulating hosting opportunities for a strong pipeline of Major Sporting and Business Events for the next decade. The region will be responsible for ‘hosting’ and ‘co-producing’ the event and as a result we will have direct influence over the conference programme, speaker slots, delegate itineraries, cultural and social programme and hosting familiarisation visits to showcase regional host venues. 150 delegate places will be available to distribute amongst our own political and business networks, key stakeholders, commercial partners and major event hosting venues who will be at the forefront of the SportAccord exhibition that runs parallel to the main conference programme.

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.	<p>Attracting and hosting up to 8 Major Events in order to:</p> <ul style="list-style-type: none"> Raise the national and international profile of the region and its conference and events assets in places throughout the region. Sustain an increase in domestic and international visitors. Boost inward investment right across the region, including 	0	Up to 8 major events to be attracted/hosted	<p>Create a West Midlands Major Event Evaluation Framework (WM MEEF) to objectively assess Major Event prospects. Inclusive Growth and Net Zero will be embedded in the WM MEEF.</p> <p>Establish a pipeline of major events and assess it using the WM MEEF.</p> <p>Recommend priority events to the Economic Growth Board.</p> <p>Invite event host local authorities to submit a business case for approval through the SAF process.</p>	<p>The WM MEEF will objectively assess events against our values, help us achieve positive social, economic and environmental impact for our region and deliver the greatest return on investment.</p>	<p>Promote inclusive economic growth in every corner of the region</p>

	<p>in primary and nascent clusters in the West Midlands Plan for Growth.</p> <ul style="list-style-type: none"> • Create and/or safeguard good quality jobs across the region, including supporting high-growth firms in clusters prioritised in the West Midlands Plan for Growth. • Broker new international relationships and trade opportunities for regional businesses. 					
2.	Secure up to 30 % (£1.8m) Match funding or VIK from Individual Hosts Local Authorities and non-constituent authorities	£6 m Events Fund	£7.8m Events Fund	Create individual Project business cases and requests for funding, including level of match funding and VIK from LA Hosts and non-constituent authorities	Ensure that we use the available funding efficiently and effectively through the attraction of match funding and VIK support from host Local	Promote inclusive economic growth in every corner of the region

					Authorities and non-constituent authorities	
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1.2 ORGANISATIONAL OVERVIEW

Provide a brief overview of the organisation(s) making the case for intervention and change.

Deployment of the Major Events Fund is a partnership between:

- **West Midlands Growth Company** – a ‘teckal’ company which led the delivery of the Business & Tourism Programme and has expertise in securing major events. It provides programme oversight/secretariat role for the Fund, combining specialist advice on project prioritisation with direct support to the Major Events Advisory Group. The WMGC *Global West Midlands* programme includes capacity and outputs on major events. The capacity helps promote event opportunities, build the pipeline and provide specialist expertise about the prioritisation of a balanced programme of events, given the objectives set. The Growth Company will support the Advisory Group as it evolves to both maintain an overview of the pipeline and understand the progress of the overall programme, escalating any issues to the Economic Growth Board as required.
- **Local Authorities** – twofold role. First, they will collectively play an advisory role in building and prioritising the pipeline of major events through the Advisory Group and Economic Growth Board (which will endorse the overall programme). Second, they will be responsible for delivery of each major event, managing procurement, operations and capturing impacts.
- **West Midlands Combined Authority** – twofold role. First, provide the collective decision-making, through the Economic Growth Board to endorse the overall programme and through the SAF-compliant Project Case process for Executive Board to authorise project funding agreements. Second, the WMCA will also be responsible for putting in place grant agreements with lead local authorities and light-touch reporting/monitoring arrangements of spending and outputs.

1.3 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 programme does not proceed.

As a result of the Commonwealth Games and the Business & Tourism Programme, the region has built a healthy pipeline of events that could be hosted in the West Midlands over the next two years (focus of this Fund) and beyond. However, the region lacks the funds required to land significant events of an international scale and reach; accordingly, WMGC has prioritised



attracting events of a smaller scale and impact that do not require significant additional host funding. This means the region losing out on major event opportunities to other domestic and international competitors.

As such, this fund is aimed at landing up to 8 major events. Without this fund, it would not be possible to land any events of that scale over the next two years.

1.4 KEY RISKS

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

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

Note, that the delivery of each event and associated risks will be highlighted within in each project case submitted. Also note that the procurement of the framework has already been completed and does not sit within this PBC.



23.04.19 Major
Events Fund Risks.d

The top three risks are set out below:

<i>Table 3</i>						
ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	Short term funding window means that objectives will be more difficult to achieve – events will be limited and less diverse given limited time to spend the money	2	4	A	WMCA	Build an events pipeline matched to the funding window. The WMGC has provided WMCA/DCMS with the pipeline.
2	Timing of fund approval too late for events to benefit from fund or bid into it	4	2	A	WMCA	Major events to be approved through

SINGLE ASSURANCE FRAMEWORK

						WMCA Governance and MEEF in advance if opportunities arise. An example is the SportAccord conference.
3	Match funding availability from LA, and non-constituent authorities and stakeholders or inability to provide VIK or cash limits scope of programme	3	5	A	WMCA	Match funding is an ambition as opposed to an actual requirement – to be reviewed during the Fund development process

1.5 BENEFITS

State the main benefits associated with achievements of the programme. This should be aligned with the Benefits Realisation Plan and Benefits Register appended to this PBC.

Table 4

#	Benefit	Benefit Type	Beneficiary
1.	Up to 8 Major high-profile business, sporting and cultural events delivered	Exact benefits will vary depending on the nature of the event. For example, international conferences will contribute direct spend (hotels, leisure) while high-profile sporting events deliver different impacts (e.g. improve quality of life and attractiveness of place; increase national / international awareness). These different types of benefit are reflected in the Major Events Evaluation Framework and will be used by the Advisory Group to build a balanced programme.	The region's conference, sporting and cultural venues
2.	Direct economic and employment impact of events (i.e. additional spend by visitors in hotels and leisure venues). Specific direct economic impacts will be set out in each Project Case.		Hotels in the region which target these markets Employees and potential employees
3.	Benefit to wider visitor economy – visitors attracted, spend and jobs created		Suppliers of goods and services to the events sector Employees and potential employees
4.	Boost to the region's profile, reputation and competitive position as a national and global events destination		The region's wider tourism sector – notably restaurants, bars, attractions and arts/cultural venues
5.	Benefit to the region's wider trade, and investment prospects. Specific direct economic impacts will be set out in each Project Case.		Exporting businesses, inward investors and supply chain businesses based in the region, Employees and potential employees
6.	Increased economic and cultural vibrancy of the region		Residents and potential residents

1.6 CONSTRAINTS

Specify any constraints that have been placed on the programme.

The WMCA is currently reviewing the funding agreement with DCMS and potential conditions and will further update WMGC and local authorities about these. These conditions will be cascaded down from the WMCA to delivery partners in grant agreements. Monitoring, evaluation and reporting requirements will be built into delivery activity as part of this.

At this time we are aware that DCMS have advised of a required spend profile of 25% and 75% over the 2 years, funding not spent in the first year cannot be carried forward into year 2. DCMS is very clear that all spend needs to be in relation to services or goods delivered by 31 March 2025 – this will significantly constrain what events will be able to bid into this

fund as most major events have already agreed venues for the next 1 to 3 years. Availability of venues both in capacity and dates, will limit the ability of events to have a regional impact and restrict choices around the available hosting of events.

1.7 DEPENDENCIES

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

Dependencies will be:

- A pipeline of events that are interesting in coming to the region and can be delivered by 31st March 2025
- Availability of match funding to support bids from the relevant Local Authority if required
- Availability and capacity of venues for specific events means regional impact could be limited
- Synergy with £2m Community Grants Fund to enable referrals to be made easily and to align community events with major events, where appropriate
- Support from Health and Wellbeing Fund to help deliver complimentary legacy programmes to underpin the hosting of Major Events and enhance the impact for the region
- Support of the co-operation of the event owners and rights holders

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 programme achieve to be successful?

Align this to the individual project(s) that will contribute to the delivery of each CSF.

All proposed events from either the current WMGC Pipeline or as proposed by Local Authorities and non-constituent authorities will be first evaluated and scored through the evaluation framework to ensure that they meet the necessary key metrics and performance indicators. They will not be approved for submission to the West Midlands Major Event Fund Advisory Group (WMMEFAG) for review if they do not achieve the necessary requirements. The WMMEFAG will then carry out a further review to approve the final list that goes forward for approval by the Economic Growth Board.

The Framework will be reviewed in detail and agreed by the WMMEFAG before being full implemented to ensure that all factors of success are considered.

The overview of likely key metrics and performance indicators to be included are detailed in section 5.

<i>Table 5</i>		
#	Critical Success Factor (CSF)	Alignment to Programme Objectives / Related Project (s)
1.	Secure up to 8 high profile major international business, sporting and cultural events and conferences for the West Midlands Region.	Enhance the profile and reputation of the region by attracting and hosting Major Events that enhance and elevate our international status and reputation as a global event destination
2.	Generate a strong pipeline of strategic priority business conferences and high-profile international sporting and cultural events that require investment by 31 st March 2025.	A prioritised list of regional and local events
3.	Establish an effective Major Event Evaluation Framework (MEEF) for the region for the objective assessment, shortlisting and selection of event bidding opportunities	Raise national and international profile of the region, Land Major Regional Events & Land local events across the region
4.	Establish effective governance arrangements to enable the establishment of the MEEF and to prioritise the pipeline of events	

5.	Fund fully invested in deliver Major Events by 31 st March 2025	
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2.2 LONG LIST OF OPTIONS

Determine the long list options and undertake SWOT (strengths, weaknesses, opportunities, threats) analysis to complete the table below. All supporting evidence informing the long list together should be made available if requested for reference and/or Assurance and Appraisal purposes.

Information provided for the short-listed options should also feature below.

This Programme Business case is for a Fund and not a programme of works and therefore the only options that have been considered is if we have a fund or not. WMCA have asked WMGC to write the Programme Business Case to support the Fund that they have allocated from the Commonwealth Games Legacy Fund.

#	Option Description	Advantages (Benefits)	Disadvantages (Disbenefits)	Does this option meet the Objectives and Critical Success Factors of this programme? (Y/N)
1.	Business as usual – No events fund	Lower revenue cost	The region will continue to be disadvantaged in the major events market	N
2.	£3m major events fund	Lower revenue cost	Would enable a small number of events to come forward, but not sufficient to achieve objectives	N
3.	£6m major events fund	The region is in the position to compete effectively with other destinations in the major events market	Higher revenue cost	Y
4.	£10m major events fund	Would enable the region to be more	Unaffordable	N

		competitive in the market		
5.	Focus on either sporting, cultural or business events	Would enable the region to significantly enhance its profile in one area of events	The fund needs to be demand driven – it is not yet clear whether there are sufficient events in the pipeline that are deliverable in any one of these areas.	N

2.2 SHORTLISTED OPTIONS

Describe how proposals for delivering the programme objectives (via projects) have been shortlisted. State the preferred way forward which will progress through to the development of future project business case stages.

This Programme Business case is for a Fund and not the specific programme of events (with each project to go through a formal Project Case SAF-compliant process). Therefore the only options that have been considered is if we have a fund or not. As the strategic lead for major events in the region with specialist expertise in promoting and attracting events, the WMGC lead on the Programme Business Case (as part of Commonwealth Games Legacy Enhancement Fund) and will manage the Advisory Group, pipeline evaluation and prioritisation process.

The preferred way forward is therefore driven in large part by the available budget envelope. At this point there is potential to use the fund on events across the sporting, cultural and business sectors, WMGC has concluded that it is best to keep options on the type of event open and to prioritise a broad pipeline, rather than an artificially restricted one.

2.3 SOCIAL VALUE FINDINGS

Detail the calculation of Net Present Social Value (NPSV) and Net Present Social Cost (NPSC) for the shortlisted options. This should also include significant impacts that cannot be quantified or included in the NPSV calculation and indicate how the preferred way forward offers the greatest value for money.

Indicative net present social value (NPSV)	£8.9m
NPSV assumptions/method of calculation	It is assumed that up to 8 major events are attracted to the region requiring interventions from the fund in the range of £200K to £3m.

	<p>NSPV is estimated on the basis of anticipated:</p> <ul style="list-style-type: none"> • Event duration • Venue capacity • Spectator numbers • Accommodation spend • Other spend • Local multiplier (i.e. knock-on benefits for the regional supply chain)
Present value public sector cost (PVSC)	£6m
Benefit cost ratio	1.5
Leverage target	30%

NB – as the only options that have been considered are if we have a fund or not, we have assessed the value for money offered by the preferred option only. We also aim to leverage match funding of up to 30% (£1.8m) or VIK from individual host authorities. Significant impacts that cannot be quantified include:

- Enhance the profile and reputation of the region
- Create and sustain vibrant places

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

At PBC stage, the Commercial Case is not expected to be matured. However, the nature of work required to sound out the market and inform the procurement process of the future project business case submissions, should be identified.

3.1 OVERVIEW OF COMMERCIAL CASE IN SUPPORT OF PREFERRED OPTION

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

The purpose of this fund is to provide host local authorities and non-constituent authorities with the means to land high priority major events. As such, the range of delivery bodies is the region's local authorities, and not market providers. WMGC envisages that host authorities will submit a project business case for prioritised events approved by the WMMEFAG and the WMCA Executive Board and will enter into a grant agreement with WMCA for the delivery of the event.

The local authority host will then be responsible for considering any public procurement requirements and processes including any risks. Each local authority has its own procurement processes, including social value/inclusive growth criteria.

WMGC can confirm that, at this point, there is a pipeline of 10 major events that are interested in coming to the West Midlands during 2023/24 and 2024/25, whose presence is contingent on the availability of this funding. Through the prioritisation process, WMGC will require host authorities to set out the case for public intervention; this will be considered first when prioritising events, and secondly when the host authority submits a project business case to WMCA as part of the SAF process.

3.2 OVERVIEW OF THE COMMERCIAL STRATEGY

As we develop the process and governance structures to manage this West Midland Major Events Fund we are developing a regional framework that all applications to the fund will be measured against. Part of this framework will include the need to be aligned with WMCA and Local Authority objectives as well as public sector requirements on Value for Money.

The Framework will identify the key metrics and performance indicators for the maximisation of benefits/impact for the region and these are detailed in section 5.

We will look to make the most of this Fund by considering as part of the process the requirement for any bids to be match funded up to a maximum of 30% by either cash or Value In Kind contributions from Local Authority and non-constituent authority Hosts. This potentially will help to make the fund go further however it will still be a continually diminishing Fund.

The local host will then be responsible for considering any public procurement requirements and processes on any approved funding, including any risks.

There is not expected to be any further procurements that sit with this fund other than allocation to events so no further commercial strategy is considered necessary. However, we expect project business cases to include further detail on this.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case

4.1 CAPITAL AND REVENUE FUNDING STATEMENT

Provide an overview of the proposed funding package to deliver the programme within the table below and include the remaining funding gap (if applicable).

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

<i>Table 7</i>		
	Status <i>(Secured / Not Secured)</i>	£M
Gross Costs	Secured subject to approval of PBC	£6m
Revenue	Secured subject to approval of PBC	£6m
Capital		0
Development Funding within the above (funding required to reach the next stage)		0
Total	Secured subject to approval of PBC	£6m

<i>Table 8</i>				
Funder	Amount	% of Total	Status <i>(Secured / Not Secured)</i>	Details of Funding Status / Timing / Conditions etc.
WMCA via the Commonwealth Games Legacy Fund	£6m	100	Secured subject to approval of PBC	WMCA 17 th March Board

Total	£6m	100		

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

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

The total value of the fund is fixed and will need to be fully spent by 31 March 2025. Our current pipeline of >10 projects has enough potential events to spend this money twice over so the main limiting factor will be the fixed value of the funding pot agreed at £6m by the WMCA Board on 17th March. There will also be a call out for Local Authorities and non-constituent authorities to propose their own bids.

WMGC will support the West Midland Major Events Fund Advisory Group’s prioritisation process. All funding bids will be evaluated against the agreed regional framework, with WMGC (as secretariat to the advisory group) recommending prioritised list within the Fund’s financial envelope. The evaluation framework will identify the key metrics and performance indicators for the maximisation of benefits/impact for the region and these are detailed in section 5. This is due to be agreed by a newly created West Midlands Major Events Fund Advisory Group with regional stakeholders. See section 5 for the expected governance process.

That prioritised list will be endorsed by the decision-making Economic Growth Board (noting this doesn’t give authorisation to spend and accelerated approval route for SportAccord) who will ensure the balance of Major Events is affordable, meets the Fund’s objectives and delivers impact right across the region.

The relevant local authority lead for each major event will be responsible for completing a SAF-compliant Project Business Case – including financial information - to get formal funding approval (likely through WMCA’s Executive Board, depending on SAF funding thresholds). Approved bids will be subject to a direct grant agreement from the WMCA to the relevant Local or non-constituent Authority, reflecting appropriate conditions from the DCMS CWGLEF grant.

The local host will then be responsible for considering any public procurement requirements and processes, including any risks and contingency.

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

<i>Table 9</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	WMCA will put in place grant (revenue) agreements with each lead local authority who will manage the delivery of each Major Event.

	The funding agreement will reflect conditions set by DCMS.
Funding Commencement Date	01/04/2023
Funding Completion Date	31/03/2025
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	On application once bidder completes Project Case and has been notified as successful through the Process and governance of the Major Events Fund
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>	N/A
Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i>	Unknown - as and when bids are approved and in accordance with the funding profile for each event.
Work streams for which WMCA Funding is available to be drawn against <i>e.g., all / workstream 1, 3 and 4 etc.</i>	Commonwealth Games Legacy Fund: Economy, Trade and Tourism Pillar

4.3 BORROWING SUMMARY

Please state if any element of the programme costs is to be financed by borrowing. (Yes/**No**).

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

<i>Table 10</i>	
Principle expected to be Borrowed	£XX
Source of Finance	<i>(PWLB, Private, LA to LA, etc.)</i>
Loan Type	<i>(Annuity, Equality Instalment of Principal, Ma Other)</i>
Interest Rate Assumed	X.X%
Loan Term	XX Years



Expected Loan Draw Down Date	<i>DD/MM/YYYY</i>
Repayment Source	<i>(E.g., Future Customer Revenues)</i>

4.4 IMPACT ON ORGANISATIONAL FINANCES

The impact on the organisation's balance sheet and income and expenditure account must be explained. This includes depreciation, impairment, and any contingent liabilities or capital changes.

Not applicable as this is a fund that will be allocated through the agreed process and governance structure to the host – Local Authority or non-constituent authority.

4.5 STAKEHOLDER SUPPORT

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

WMCA Board on 17th March 2023 agreed to allocate £6m of funding from the Commonwealth Games Legacy Fund to a Major Events Investment Fund to attract events into the region with economic impact. WMGC have been asked by WMCA to put a Programme Business Case together for this Fund. The set up of this is in very early stages and will involve stakeholders from across the region and WMCA to agree the final process and governance for this fund.

It is envisaged that the Economic Growth Board will be asked to consider and formally agree the governance arrangements for the Fund and the prioritisation framework at its meeting in September 2023.

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

Governance

The West Midlands Major Events Fund is embedded into established regional economic governance processes, including the decision-making Economic Growth Board and (for financial decisions), the WMCA Executive Board. Expert advisory and prioritisation activities are undertaken by a West Midlands Major Events Advisory Group (WM-MEAG), as a sub-group of the Economic Growth Board, which will be made up of elected members from across the region as well as private sector experts (likely including observers from UK Sport). The Advisory Group will also include representation from existing bodies to ensure alignment with other activity where appropriate, for example the Tourism Board and the Wellbeing Thematic Board that is leading on the allocation of £2m of funding to local events.

This will help to ensure optimum outcomes and value for money are achieved across the two events funds. WMGC intends that the Advisory Group is chaired by an elected member. The aim of the Advisory Group will be to provide expert input and advise on developing bids and funding applications and will be supported by the West Midlands Growth Company as the secretariat. The West Midlands Growth Company has been invited to administer the process to allocate funding from the Major Event Fund (MEF). West Midlands Growth Company is not the awarding body and do not have any responsibility in managing the distribution of the MEF.

Funding agreements will be between the WMCA (as accountable body for the CWGLEF) and individual local authorities which host each individual event, and will be responsible for the successful delivery of each event. Feasibility/Deliverability is one of the key criteria of the Major Events Evaluation Framework, included below.

The following key steps are proposed to ensure we implement and administer the Major Event Investment Fund in a collaborative and transparent way with regional partners and Local Authorities at the heart of the process:

1. Outline Major Event Evaluation Framework

- Outline the West Midlands Major Event Evaluation Framework (WM MEEF) based on regional priorities and International best practice.
- Identify a set of primary indicators and economic, social and sustainable outcomes to be used to support each Project Case

2. Consult and work collaboratively with LA and non-constituent Hosting Partners

- Consult with LA partners on the WM Major Event Evaluation Framework and confirm eligibility criteria for funded events and appraisal methodology
- Agree match funding criteria and process for accessing funding for potential hosts
- Consult on preliminary pipeline of Major Events identified through BATP activity to date i.e. promotion of region/hosting programmes/regional familiarisation visits
- Invite LAs and non-constituent authorities to identify and propose additional Major Events they would like to bid for
- Confirm roles and responsibilities (RACI) for developing bids and timescales

3. Review and assess pipeline of Major Events against Evaluation Framework

- Assess pipeline of Major Events against the Major Event Evaluation Framework
- LA's and non-constituent authorities to develop Project Business Cases for each bid based on initial assessment
- Confirm match funding and business case from LA and non-constituent authorities Hosts

4. Establish West Midlands Advisory Group to advise on MEF Applications

- Establish WM Major Events Fund (MEF) 'Advisory Group'
- Agree Terms of Reference and LA representation from WM Region
- Agree frequency of meetings and reporting arrangements
- Secure approval from the Economic Growth Board of the above
- Review current BATP pipeline and agree process for reviewing first tranche of funding proposals from LA's and non-constituent authorities

5. Inaugural meeting of MEF Advisory Group

- Presentation of first tranche of funding bids from pipeline
- Agree which bids will be taken forward to the Economic Growth Board for formal funding request
- Host LA to confirm overall costs, match funding/VIK and key outcomes achieved.
- Build business and financial case for each Major Event proposal to be taken forward

6. First Major Event Fund Bids proposed to Economic Growth Board

- First Bids presented to the Economic Growth Board for approval
- Funding agreed and formal approval granted
- Process for drawing down funding and allocation agreed

In order to objectively assess which Major Event opportunities match against the core values, priorities and outcomes of the region, a Major Event Evaluation Framework (WM MEEF) has been created which will help the Major Event Advisory Group (WM MEAG) to

evaluate and assess which events will help achieve positive outcomes and deliver the greatest return on investment.

Guiding principles for assessing event potential / suitability		
Strategic Priority	Criteria	Definition
Vision	Become known globally for being a great host of Major International Events	
Definitions	Sporting Events	Sporting events of national and international significance which focus eyes of the world onto our region and draw new visitors to our cities, towns and villages and building a region where our citizens, businesses and communities thrive.
	Cultural Events	Cultural Events, Awards and Festivals of national and international significance which focus the eyes of the world on our region, attract visitors and deliver positive outcomes for our citizens, communities and businesses (incl. music, performing arts, visual arts, crafts, literature, film, screen and digital culture)
	Business Events	Business Meetings and Conferences which draw new delegates into the region and drive economic impact and help promote our key sectors and strengths.
Alignment to stated priorities around Major Events	Welcoming	Events which are culturally inclusive, accessible and promote West Midlands as a welcoming event city region globally and across the UK
	Inclusive	Proactively engages communities, and provides opportunities for residents and visitors to spectate and participate in large scale events
	Diverse	Promotes engagement amongst protected groups/characteristics and strengthens social cohesion and cultural engagement
	Youthful	Target non-traditional audiences and appeal to the younger audiences especially building on the strength of our universities sector
	Innovative	Target events and formats which are new, innovative and emerging

	Collaborative	Work collaboratively across the region for shared interest and benefits for all stakeholders across the public, private and voluntary community sectors
	Sustainable	Develop sustainable opportunities and outcomes for long term sustainable impact
Strengthens Our Regional Events Portfolio	Sports, Cultural and Business Sectors	Hosting major events which align with our priority sports, cultural sector strengths and key business sectors and working with partners to identify new and emerging opportunities
	Venues	Working with primary venues and event hosts to consider gaps in the major event calendar targeting those which can help increase utilisation
	Seasonality	Achieving a year-round offer of major events which take place both indoor and outdoor venues during the summer and winter months
	Size	Targeting events that vary in scale from smaller niche events which might attract a strong and loyal following to major events which include large numbers of spectators or participants
	Frequency	A good blend of recurring, annual or bi-annual events which become a firm fixture on the major event calendar, complemented by one-off mega event hosting opportunities
Contributes to WM Regional Outcomes	Media Profile and Image	Events which enhance our status nationally and internationally as a major events region and help promote our unique assets and expertise
	Business and Economy	Events which provide opportunities for businesses, the economy and help stimulate economic and employment growth
	Engagement and Participation	Events which encourage citizens of all abilities and ages to take part and improve their mental and physical health and wellbeing.

	Environment and Infrastructure	Events which promote our regional host venues and assets, enhance our environments, infrastructure and improve facilities and support sustainable practices in event delivery.
	Employment and Skills	Events which develop and promote volunteering, leadership and apprenticeship opportunities to enhance the skills, capacity and employability of our communities.
	Social Inclusion and Diversity	Events which work with our diverse communities to ensure they are inclusive and connect with our citizens in a way that helps to deliver civic pride.
	Power and Partnerships	Events that enhance our reputation, leverage and soft power and support our partnerships regionally, nationally and internationally, support good governance and are ethical and sustainable.
Feasibility Our ability to host event both operationally and financially	Viability	Realistic hosting opportunity due to cost, available funding, venue suitability, timeframes
	Value for Money	Does it present good value for money when compared to similar events in scale and size
	Transport and Infrastructure	Are there any significant impacts on transport and infrastructure which need to be factored in
	Return on Investment	Does the event present a good (ROI) return on investment for the region with revenues generated for region
	Match Funding	Does the Host/Sponsor Local Authority have match funding or Value in Kind to support event.
	Quality	Status and track record of organisers/rights holder to deliver a quality high profile event
	Risk	Reputational risk of event not being delivered or organisers cancelling

5.2 PROGRAMME SCHEDULE FOR DELIVERY

List key programme milestones below including project start and end. The information provided should align with the Programme Schedule attached with this PBC.

The key project milestones table below is a summary of those key milestones aligned to the Programme Schedule, which must be appended to this PBC. Include dates for future business case submissions (i.e., individual projects) and a longstop date by which all monies for this programme will be drawn.

The key milestone below advises of the governance and funding hard stops.

<i>Table 11</i>			
#	Milestone	Start Date	End Date
1.	WMCA SAF PBC amended post review and Submitted	5 th May 2023	17 th May 2023
2.	West Midlands Major Event Evaluation Framework (WM MEEF) Drafted	21 st April 2023	31 st May 2023
3.	Call out to Local Authorities and non-constituent authorities to identify potential bids for major events	1 st June 2023	30 th June 2023
4.	Establish a West Midlands Major Events Regional Advisory Group (WM-MEAG)	17 th May 2023	30 th June 2023
5.	WM-MEAG and Local Authorities consulted on WM MEEF, funding criteria and preliminary Major Event pipeline	1 st June 2023	30 th June 2023
6.	Initial evaluation carried out of pipeline and bids against the MEEF	1 st June 2023	30 th June 2023
7.	Governance and approval process defined and agreed by EGB	1 st May 2023	30 th June 2023
8.	Identification of first Funding Bids to be considered for support	30 th June 2023	17 th July 2023
9.	Project Business cases developed from Host LA or non-constituent authority to align with spend constraints	TBC	TBC

Note for the proposal for SportAccord, which is time critical it has been agreed with WMCA and discussed at the Directors of Economic Development meeting on 19th May 2023 that a process to enable a discussion and decision to be made quickly is imperative.

Therefore, the below timeline was agreed for this to happen.

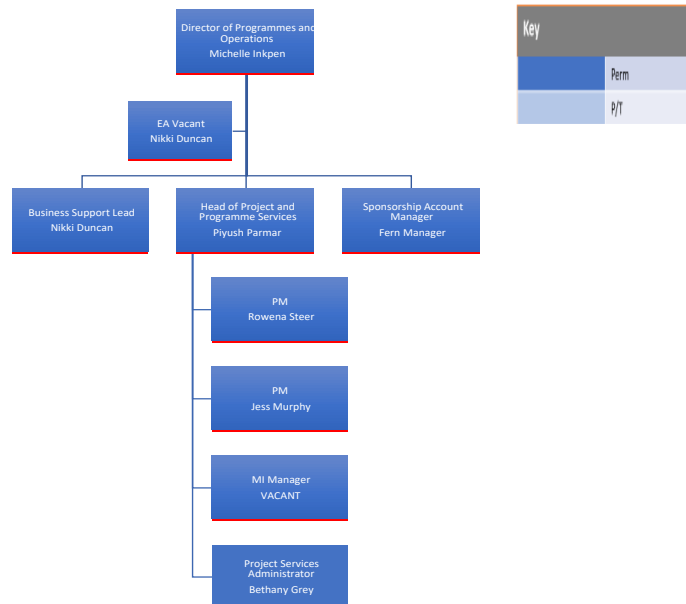
End May	Project Case to be sent to Julia Cleary, Bethan Stimpson and Kate Taylor for governance, legal and finance review Briefing and engagement of Mayor and Portfolio Leaders, LA Chief Execs, LA Finance Directors and Directors of Economic Development to ensure support of the project
June	WMCA's Executive Board to approve subject to: <ul style="list-style-type: none"> • DCMS/HMT funding agreement and conditions for the overall CWG Legacy Fund and Investment Boards agreement of the Major Events Fund PBC • Approval from governance, legal and finance of Project Case • Clear consensus from local authorities, built from extensive briefing and engagement of Mayor and Portfolio Leaders, LA Chief Execs, LA Finance Directors and Directors of Economic Development
17th July	Approval of Major Events Programme Business Case – will give authority to spend from the Major Events Fund

5.3 PROGRAMME TEAM ORGANOGRAM

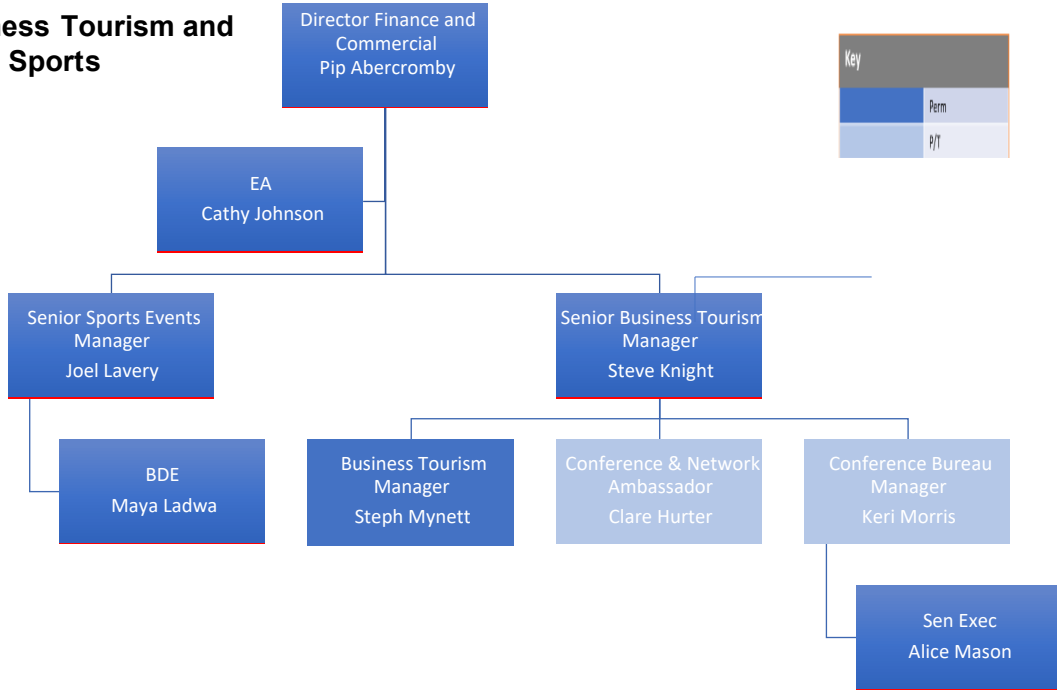
Insert a Programme Organogram which includes distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram.

The WMGC's role to develop the evaluation criteria, support local authorities as hosts of the major events and running the prioritisation process will be administered through WMGC's Project Services and Major Sports team. This activity will be funded by core funding (i.e. the Global West Midlands programme) and efficiencies generated across the WMGC.

Project Services



Business Tourism and Major Sports



The WMCA’s role falls into three parts:

- Agreeing (up to 8) grant agreements with prioritised local authorities will be undertaken by external legal resource funded from the overall topslice for the CWGLEF.
- Work to support the strategic governance and relationships with WMGC and local authorities will be undertaken by the Economic Policy Team comprising:
 - Head of Economic Policy and Partnerships
 - Senior Delivery Manager – Strategic Organisations (expected in post from October 2023)
 - Senior Policy Officer (re: decisions for Economic Growth Board based on recommendations from Major Events Advisory Group)
- Light-touch work on the reporting will be undertaken by the WMCA’s project delivery/reporting team, with processes and expertise already established for funding like UKSPF. The WMCA will use a proportion of the Fund to resource additional monitoring and reporting needs, with the exact cost depending on the number of projects.

5.4 PROGRAMME DELIVERY ROLES AND RESPONSIBILITIES

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

As this is a fund to be administered and allocated, this section will only cover the activity that WMGC and WMCA undertake.

Table 12					
	WMCA	WMGC	EGB	MEF Advisory Group	LAs

Accountable body for fund	A (Enabling Services)	C	I	I	I
Fund Administrators	A (Enabling Services)	R	C	C	I
Governance of fund	A (Enabling Services)	R	C	I	I
Approval of allocations	A (Investment Board / Statutory Officers)	C	R	C	I
Delivery of Major events	R	C	I	C	A

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)

West Midlands Growth Company have commissioned support from two leading experts who have been involved in the evaluation and assessment of Major International Events across the international landscape. They will be supporting the development of the West Midlands Major Event Evaluation Framework based on international best practice and leading thinking in relation to sustainability and UN Sustainable Development Goals and providing support for the impact evaluation for individuals events being assessed and the business cases being developed.

5.6 CHANGE AND CONTRACT MANAGEMENT ARRANGEMENTS

Explain how contracts and changes will be managed. The information provided should align with the Change Strategy attached with this PBC.

Funding will only be allocated to a Major Event that has been successful through the prioritisation and application processes, and governance structure to be agreed. It would only apply for this funding if the event was confirmed. WMGC anticipates that the grant agreement between WMCA and a host local authority will provide for clawback should a confirmed event be cancelled. It will be for WMCA (through the Economic Growth Board / WMCA Board) to decide a) whether funds can be reallocated to another event; b) whether they should be reallocated within the Economy pillar of the Legacy Enhancement Fund; or c) whether they should be reallocated across the other pillars of the Legacy Enhancement Fund.

Contract management may be necessary through allocation of funds to ensure allocated funds are spent as agreed through the process and WMGC would expect this to be managed between WMCA and the relevant Local Authority sponsor of the event.

5.7 RISK AND ISSUE MANAGEMENT

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

Risks to the overall fund will be managed by the WMCA as the accountable body. The risk of overspend will be managed by a tight process by the Major Events Advisory Group to stay within the £6m envelope and funding agreements with local authorities that are clear about contingencies and risks of overspend. Rather, the key risk is underspend due to the requirement that funds are spent by 31st March 2025, and the commensurate reduction of the number of potential events in scope. This is being mitigated by development of the pipeline and providing for rapid, well-evidenced funding decisions.

Once the funds have been committed, risks at individual event level will be managed by the host local authority. WMGC envisages that robust grant agreements will need to be put in place to mitigate identified risks and will include provision for clawback should a priority event not go ahead for any reason. With that in mind it is expected that each project case will be a full and detailed risk log to be reviewed through the SAF process.

5.8 PROGRAMME ASSURANCE

Set out the arrangements for programme 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.

The fund will require a robust governance and approval process as set out in 5.1 above. Monitoring and risk management of each project is the responsibility of each Local Authority lead. As part of post-decision monitoring of the Fund, local authority sponsors of funded events will be required to establish a Delivery Board that will include representatives of both WMCA and WMGC (to be confirmed on a case-by-case basis). The Delivery Boards will report on progress against milestones set out in each Project Case, including risks and mitigations. This will be reported to the WMCA's economic delivery team and WMGC.

Once all of the Fund has been allocated, the Major Events Advisory Group will evolve into a Major Events Fund Programme Group providing oversight across the programme of events, amending its terms of reference and membership accordingly. WMGC will continue to provide secretariat functions, including reporting to the Economic Growth Board on overall progress and risks. The Delivery Boards for each event will be required to report to the Major Events Fund Programme Group on a regular basis who will, if required, escalate any programme level issues to the decision-making Economic Growth Board.

5.9 CONTINGENCY ARRANGEMENTS

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

The fund will not have any contingency arrangements as it is a fixed amount to be spent through proposals. Once the fund has been used, there is no further budget to administer.

5.10 LESSONS LEARNT

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

WMGC undertakes regular lessons learnt reviews on all activity and holds significant lessons learnt register.

Through our continuing work on the Business and Tourism Programme there have been a number of lessons learned about the attraction and bidding for Major Events;

- 1) The sector is dynamic and highly competitive - both from competing major cities in the UK and Internationally - and we need to maintain close working relationships with international federations, associations, rights holders and event owners to capitalise on new opportunities as they emerge.

- 2) We need to continually refresh and develop the pipeline of Major Events to maintain a strong pipeline of prospects and opportunities as this will always change as other venues and hosts are awarded events in a competitive landscape and new events opportunities emerge.
- 3) Major Events are normally planned a minimum of 2-4 years, and in the Business Events Sector and Major International Events, 4-8 years ahead of the Event Date and we need to begin conversations with event owners at the earliest possible opportunity.
- 4) In order to effectively operate in the Major Events Sector and advocate effectively for the region, a greater understanding of the trends, opportunities, dynamics to successfully bid for a land events is required, along with a greater understanding of the economic impact of events is required to operate successfully in the highly competitive market place.
- 5) Whilst there are clear and obvious synergies between the Business, Sport and Cultural Events Sector they operate independently and within their own eco-system and expertise and experience is required to navigate the sectors effectively.

5.11 MONITORING AND EVALUATION

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

Include detail on the following:

- Do you have an initial idea how performance will be measured? – Indicator/metrics
- How does previous M&E learning inform the driving policy and or the project/programme?
- Do you have an initial estimate of budget & resources for M&E (note, this should align to the financial case)?

The monitoring and evaluation framework for this programme is informed by, and is designed to feed into, the wider evaluation the WMCA is developing for the Legacy Enhancement Fund as a whole, and the following outcomes which have been identified for the economy, trade and tourism pillar:

- Increased levels of trade and FDI in the region
- A sustained increase in domestic and international tourism

The M&E approach is consistent with, and builds on, good practice associated with the Business and Tourism Programme (BATP) which ran from 2020 to 2023. In particular it will be underpinned by WMGC's CRM system, which tracks leads generated, bids developed and conferences and events won, providing a clear audit trail evidencing the involvement of WMGC and its local authority partners. Key metrics drawn from the system will include:

- Leads in the pipeline
- Lead source (e.g. WMGC, a particular local authority)
- Leads shortlisted for consideration
- Evaluation scores and leads selected for bids
- Bids won and lost
- Local authority and venue hosting successful bids
- Match funding or sponsorship secured

- Anticipated economic impact

We will adopt a mix of quantitative and qualitative KPIs:

- Quantitative KPIs:
 - Economic impact of conferences and events secured (£m)
 - Global/domestic media value generated by events (£m)
 - Leverage achieved via match funding or sponsorship (£m or in kind)
- Qualitative measures/illustrative case studies:
 - Impact on the region's profile, reputation and competitive position in the national and global events market
 - Success in spreading the benefits across the region

There are no additional costs associated with this M&E plan.

A dedicated senior officer from the WMCA will be appointed to work the WMGC in order to review and monitor progress against deliverables, milestones, outputs, outcomes and financials on a monthly basis including any required reporting to funding bodies.

In addition to this, quarterly meetings are proposed with a WMCA senior officer and each local authority, led by the WMGC Director of Policy and Partnerships, and workstream leads.

MANDATORY APPENDICES REQUIRED FOR THIS PBC

The following documents must be appended to this PBC:

WMGC will need to develop these docs – can advise some are in development and will be shared once completed to avoid delays but suggest benefits, risks, comms docs completed for submission – even if high level at this stage.

APPENDIX	PROVIDED (Y/N)
Benefits Realisation Plan and Benefits Register	Y
Risk Management Strategy	N – risk management is twofold: <ul style="list-style-type: none"> • Approach to programme level risks (identified and mitigated in this report) • Approach to project-level risks (to be managed by each lead Local Authority)
Communications Strategy	Example provided
Risk Register and Issue Log	Y
Stakeholder and Communications Strategy	Example provided
Programme Schedule	As at Table 11
Change Management Strategy	N/A
If Investment Programme, Project Delivery Plan on a Page (POAP)	N/A
If CRSTS, DfT Additional Appendix	N/A
Confirmed funding details	Y

Please see attached below the stakeholder and communications strategy:



Example Comms
Strategy.docx

Please see attached the Benefits Realisation Plan:



major events fund
benefits realisation

Funding confirmation



Decisions taken by the WMCA Board on 17th March 2023 (item 9):
<https://governance.wmca.org.uk/documents/g554/Decisions%2017th-Mar-2023%2011.00%20WMCA%20Board.pdf?T=2>