



ABSTRACT

This document provides guidance based on HM Treasury's Green Book and WMCA Requirements to assist in the writing of a Project Case

Programme Assurance and Appraisal

January 2025

VERSION CONTROL SHEET

| Version No. | Date | Author | Changes |
|-------------|----------------|---------------------------------|--|
| V1.0 | March 2023 | Programme Assurance Appraisal & | First Launch of Project Case Guidance |
| V1.1 | September 2023 | Programme Assurance Appraisal & | Update in line with Business Case template update |
| V2.0 | October 2023 | Programme Assurance Appraisal & | Planned yearly update including but not limited to; addition of Inclusive Growth and Equalities Section, more detailed guidance on Risk Management and Monitoring and Evaluation |
| V2.1 | February 2024 | Programme Assurance Appraisal & | Update to stakeholder information and improved guidance on Inclusive Growth and Equalities Section |
| V3.0 | October 2024 | Programme Assurance Appraisal & | Enhanced stakeholder information, improved formatting across documents and governance Board Report requirement added to appendices |
| V3.01 | January 2025 | Programme Assurance Appraisal & | Amended links to external resources and guidance (Inclusive Growth), following stakeholder feedback. |

| Version No. | Date | Approver | Approvals |
|-------------|---------------|---------------------------------|--|
| V1.0 | March 2023 | Programme Assurance Appraisal & | Task and Finish Group Activity |
| V2.0 | October 2023 | Programme Assurance Appraisal & | Programme Appraisal |
| V2.1 | February 2024 | Programme Assurance Appraisal & | Programme Appraisal & Centre of Excellence |

| Version No. | Date | Approver | Approvals |
|--------------------|--------------|---------------------------------|---|
| V3.0 | October 2024 | Programme Assurance & Appraisal | Programme Assurance and Appraisal Working Group |
| V3.01 | January 2025 | Programme Assurance & Appraisal | Programme Assurance and Appraisal Working Group |

RELATED DOCUMENTS

| Reference | Related Documents |
|----------------|-------------------|
| WMCA SAF TP021 | Project Case |
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CONTENTS

| | |
|--|----|
| RELATED DOCUMENTS | 3 |
| I INTRODUCTION | 5 |
| II PROJECT DETAIL..... | 5 |
| III FINANCE SUMMARY | 6 |
| 1 - STRATEGIC CASE | 7 |
| 1.1 PROJECT SUMMARY | 7 |
| 1.2 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO PROGRAMME | 7 |
| 2 - ECONOMIC CASE | 9 |
| 2.1 KEY RISKS | 9 |
| 2.2 OPTIONS ANALYSIS AND APPRAISAL | 9 |
| 2.3 VALUE FOR MONEY (VfM) ASSESSMENT | 10 |
| 2.4 OUTPUTS AND BENEFITS..... | 11 |
| 3 - COMMERCIAL CASE..... | 12 |
| 3.1 PROCUREMENT ARRANGEMENTS..... | 12 |
| 4 - FINANCIAL CASE | 13 |
| 4.1 CAPITAL FUNDING AND REVENUE FUNDING STATEMENT | 13 |
| 4.2 COST BREAKDOWN..... | 14 |
| 5 - MANAGEMENT CASE | 15 |
| 5.1 MANAGEMENT AND GOVERNANCE | 15 |
| 5.2 PROJECT SCHEDULE FOR DELIVERY..... | 15 |
| 5.3 MONITORING AND EVALUATION | 16 |
| 6 - MANDATORY APPENDICES..... | 17 |
| 6.1 BENEFITS REALISATION PLAN (or MEP) | 17 |
| 6.2 BENEFITS REGISTER (MAY BE CONTAINED WITHIN MEP)..... | 17 |
| 6.3 RISK REGISTER AND ISSUE LOG | 17 |
| 6.4 PROJECT SCHEDULE..... | 19 |
| 6.5 WRITTEN CONFIRMATION/S OF CONFIRMED FUNDING..... | 19 |
| 7 - FURTHER READING AND RESOURCES | 20 |
| 7.1 PUBLIC..... | 20 |
| 7.2 WMCA ONLY..... | 20 |

I INTRODUCTION

A key principle that underpins the Single Assurance Framework (SAF) is delivering enhanced, evidenced based decision-making across everything that the WMCA does; this requires ensuring that decision-makers are as informed as they can be with the right information.

To support this approach the SAF requires the development of business cases using the 'Five Case Model' as outlined within the HM Treasury Green Book, in a scalable and proportionate way that incorporates WMCA requirements such as alignment to Strategic Objectives, Policy and Inclusive Growth.

A well-prepared Project Business Case:

- enables the organisation and its key stakeholders to understand, influence and shape the project's scope and direction early in the planning process
- assists decision-makers to understand the key issues, the available evidence base and to avoid committing resources to schemes that should not proceed
- demonstrates to senior management, stakeholders, customers and decision makers the continuing viability of the project, and provides the basis for management, monitoring and evaluation during and after implementation

This guidance document sets out the requirements that need to be delivered when submitting a Project Case. The guidance is designed to help with the completion of the Project Case by explaining what the WMCA and Green Book standards are that will be appraised, assessed, and considered through the decision-making process.

The Purpose of a Project Case

A Project Case is a simplified business case that lists project details where a project is being delivered under a Programme Business Case (PBC). It is only appropriate where:

- Project outputs and outcomes are covered by an existing, approved PBC;
- Deliverables and costs are in line with Programme averages (e.g., when measured in cost per unit deliverable);
- The total cost of the project is under £5m.

II PROJECT DETAIL

Ensure Table 1 and 2 are completed in full, including the names of the key stakeholders who have input and been sighted on the submitted business case. The WMCA Project Code can be obtained from the WMCA Programme Sponsor. Note, a level of input from the Senior Responsible Owner (SRO), WMCA Executive Director, Governance Services, Finance Lead, Procurement Lead and Legal Representative is mandatory, and the business case submission will not be accepted until this detail is provided. This engagement it to happen prior to formal submission to Programme Assurance and Appraisal. If the business case has been submitted by a non-WMCA entity i.e., a Local Authority, the stakeholders listed can be non-WMCA employees unless labelled as WMCA within the table.

The WMCA Monitoring and Evaluation contacts are:

CRSTS: TransportPlanningAssurance@tfwm.org.uk

Other: CorporateMonitoringEvaluation@wmca.org.uk

III FINANCE SUMMARY

Complete Table 3 to provide a brief financial summary of the project.

Definitions for each line required are:

- **Total Project Cost** - The sum of the entire project cost (as known), including all revenue and capital costs, with their funding sources identified. This may include costs that will be met by others external to the WMCA.
- **WMCA Funding Requested** - The amount of funding being requested from WMCA (i.e., the financial ask of this business case)
- **WMCA Funding Source** - State the funding source of the WMCA Funding being requested (e.g., City Region Sustainable Transport Settlement – CRSTS)
- **Funds Secured** - The amount of funding that has already been officially secured; this should be demonstrated by confirmation of funding appended to the business case.
- **Funds Unsecured** - The amount of funding that has not yet been officially secured, this should include the financial ask of this business case (i.e., the amount in the WMCA Funding Required column).

Example Table (3) for Financial Summary

| Finance Summary | Project Case (£) |
|-------------------------------|------------------|
| Total Project Cost: | £1,000,000 |
| WMCA Funding Required: | £100,000 |
| WMCA Funding Source: | CRSTS |
| Funds Secured: | £0 |
| Funds Not Secured: | £1,000,000 |

1 - STRATEGIC CASE

The purpose of the strategic dimension of the business case is to make the case for change and to demonstrate how it provides strategic fit.

1.1 PROJECT SUMMARY

Please provide a one-page stand-alone summary of the project which includes a description of the project's location and its relation to the programme. Note there is no need to repeat all details of the wider programme, but please provide a reference to evidence how this specific project contributes to the programme and WMCA's business strategy and why there is a gap in the market that needs to be filled.

Complete a one-page overview of the project that is a maximum of 500 words.

This summary should include the following at a minimum:

- **Project Description** – A well-written description makes it possible for the intended audience (e.g., the decision-makers and reviewers) to understand the concept, context, and rationale of the proposed project
- **Target Objectives** – State the 'big picture' goals that are planned to be achieved (e.g., improving air quality, affordable housing)
- **Associated Outputs** – State the tangible and direct results of the project (e.g., 250 metres of cycle lane, 100 homes with X sqm of land remediation)
- **Viability Gap/Case for Change** - This section should be where we prove the gap in the market i.e., the risk of doing nothing

1.2 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO PROGRAMME

Show how this project will contribute to each of the objectives in the Programme Business Case. Objectives and associated outcomes should be based on SMART methodology (Specific, Measurable, Achievable, Realistic and Time-dependent). Targets should be related to these objectives along with the current baseline measure.

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

Complete Table 4 provided to set out the spending objectives for the project i.e., the outcomes we are seeking to achieve.

The project's spending objectives should be:

- Aligned with the WMCA Strategic Objectives - there should be at least one objective for both Inclusive Growth and contribution to Net Zero
- SMART. To facilitate evaluation. The setting of clear, concise and meaningful SMART spending objectives is an iterative process and will depend upon the nature and focus of the project.
- Customer-focused and distinguishable from the means of provision, so focus is on what needs to be achieved rather than the potential solution

- Not be so narrowly defined as to preclude important options, nor so broadly defined as to cause unrealistic options to be considered at the options appraisal stage
- Focused on the vital outcomes, since a single or large number of objectives can undermine the clarity and focus of the project.

The project’s spending objectives will typically address one or more of the following five generic drivers for intervention and spend. These are:

1. To improve the quality of public services in terms of the delivery of agreed outcomes (**effectiveness**). For example, by meeting new policy changes and operational targets.
2. To improve the delivery of public services in terms of outputs (**efficiency**). For example, by improving the throughput of services whilst reducing unit costs.
3. To reduce the cost of public services in terms of the required inputs (**economy**). For example, through ‘invest to save’ schemes and spend on innovative technologies.
4. To meet statutory, regulatory or organisational requirements and accepted best practice (**compliance**). For example, new health and safety legislation or building standards.
5. To re-procure services to avert service failure (**replacement**). For example, at the end of a service contract or when an enabling asset is no longer fit for purpose.

Example Table (4) for Project Spending Objectives and Alignment to Programme:

| # | Objective | Baseline (quantitative) | Target | Specific actions to achieve objective | How will the customer be impacted (i.e., outcomes) | Alignment to WMCA aims and objectives |
|---|---|---|---|--|--|---|
| 1 | Contribute towards reducing un-employment in the city of Birmingham | Current unemployment level in the area is 15.3% as of November 2024 | Improvement of 2% in unemployment by 31 December 2025 | The delivery of 12 digital bootcamps in Birmingham | Economy – reduction in net public spending | Promote inclusive economic growth in every corner of the region |

2 - ECONOMIC CASE

The purpose of the economic dimension of the business case is to identify the proposal that delivers best public value to society, including wider social and environmental effects.

2.1 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management. This should be aligned with the project Risk Register appended to this PC.

Use Table 5 provided to specify the most significant / highest rated risks associated with the achievement of the project's outcomes and the key activity for mitigation and management of said risks.

These risks should be extracted from the more comprehensive risk register appended to the PC, which should follow the standard WMCA Risk Register template and should be developed and used in accordance with the WMCA Risk Management Framework.

Example Table (5) for Key Risks:

| ID | Risk | Impact (1-5) | Probability (1-5) | RAG Rating | Risk Owner | Mitigation |
|-----|---|--------------|-------------------|------------|---------------|--|
| 001 | Discovery of Japanese knot weed along the desired metro route | 4 | 2 | Medium | S Jones (SRO) | Land surveys to be completed in March 2025 |

2.2 OPTIONS ANALYSIS AND APPRAISAL

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'.

Complete Table 6, showing:

- **BCR:** the benefit cost ratio.
- **Significant quantified but unmonetisable benefits:** those benefits which do not have a value in accordance with Green Book principles, but can still be expressed in a numeric form.
- **Significant unquantifiable benefits:** those benefits which cannot be expressed in a numeric form.

In economic appraisals, all costs are discounted to a base year. Depending on your sector, government departments may specific a base year (e.g. transport schemes use 2010), else use the current year. Future benefits and costs and discounted (i.e. reduced) by the amount of the social

discount rate, which is 3.5% per year for 30 years and then 3.0% thereafter. For example, a cost of £5,000 in 2 years' time would have a present value of $5000 / (1.035 \times 1.035) = £4,667$

Health and life values are discounted at 1.5% for 30 years, then 1.286% thereafter.

Further Economic Guidance is provided by DLUCH and can be found [here](#).

Example Table (6) for Options Analysis:

| Description | BCR | Quantifiable Benefits | Unquantifiable Benefits | Alignment to Project Objectives |
|-------------------------------|-----|--------------------------|---|-----------------------------------|
| Move to new software | 1.4 | 50% increase in capacity | Easier for customers to use | Serve more customers |
| Create new homes in Perry Bar | 2.9 | 260 new homes | Access to better jobs, improvement in local community | Improve the economy of Perry Barr |

2.3 VALUE FOR MONEY (VfM) ASSESSMENT

Complete the table 7 below to provide decision makers with a summative VfM assessment.

Social Benefits and Costs fall to the wider public and are usually tangible benefits (which may be quantified and monetised). Applicable user costs should also be included here, both individual costs and summed across all users of the service. This analysis should be undertaken following Green Book principles and provide a range of values applying to the life of the project.

The Public Sector Costs are the Green Book compliant (without inflation and discounted) costs to the public sector as a whole, including both local and national government.

Drawing on the economic appraisal, justify your decision on which option to take forward.

This decision should not be taken solely on the BCR, but should also consider the unmonetised benefits (both quantified and unquantified). Options which do not meet the Critical Success Factors or score poorly against the spending objectives should have been filtered out at the long-list stage.

Affordability should also be a consideration, with evidence that the preferred way forward is affordable in the short and long term, over both capital and revenue expenditure.

The chosen option should offer the best overall value for money for WMCA, and the explanation here should clearly show why that is the case.

Provide quantified benefits for selected measures, noting the value that has been included in the Social Value and BCR.

Note that in a Green Book analysis, GVA/GDP is not included in the BCR calculation but is still a relevant measure to report in the business case.

If your project does not impact on a specific measure, enter a 0.

Example Table (8) for Quantified Benefits:

| # | Item | Quantified Benefit | Social Benefit included in BCR |
|---|------|-------------------------------------|--------------------------------|
| 1 | GVA | £2m increase in WM GVA over 3 years | N/A |

2.4 OUTPUTS AND BENEFITS

List the outputs and benefits gained from the project

Table 9 parallels the objectives table above by showing how the project contributes to each of the outputs and benefits listed in the linked [programme business case](#).

The table should list the quantified amount of each output and benefit listed in the programme business case, the amount delivered by this project and the percentage that this represents.

Example Table (9) for Outputs and Benefits:

| Output/Benefit | Description | Programme Level | Project Level | Project contribution (%) |
|----------------|-------------|-----------------|---------------|--------------------------|
| Output | Cycle lanes | 10km | 1km | 10% |
| Benefit | Cycle users | 5% increase | 1% increase | 20% |

3 - COMMERCIAL CASE

The purpose of the commercial dimension of the business case is to demonstrate that the preferred option will result in a viable procurement and a well-structured Deal between the public sector and its service providers.

3.1 PROCUREMENT ARRANGEMENTS

Provide an overview of the procurement arrangements in place to ensure the preferred option can be delivered. This answer should explain the procurement activity carried out and set out the commercial and contractual arrangements for the negotiated deal.

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).

This section should include the likely drawdown timetable and security being provided for the grant.

Summarise the procurement arrangements that are in place to ensure the project can be delivered successfully. Make clear any provisions that have been made to ensure VfM is achieved and the implementation timescales which have been agreed for delivery.

Detail the due diligence that's been undertaken during the assessment of current and potential suppliers to provide the organisation confidence that they are willing and can deliver what the output, service or works required.

Provide evidence that both procurement and legal teams have provided input into this proposal (including details of any implications e.g., HR or IT). Also provide details that the proposed subsidy (grant / payment) is consistent with Subsidy Control Act Principles to ensure the private sector are not benefitting from undue advantage.

For further information on Subsidy Control Act Principles, please refer to: [UK subsidy control regime: statutory guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/uk-subsidy-control-regime-statutory-guidance)

4 - FINANCIAL CASE

The purpose of the financial dimension of the business case is to ensure the project is affordable and is fundable over time. This section should be completed either by or in consultation with Finance and Accounting personnel. All figures need to be **unrounded** and there should be full alignment with the Financial Summary provided in Table 3.

Some key points to consider when writing this section:

- Demonstrate that costs have been ratified
- Nominal costs (including inflation) are not real costs
- This section should provide a cost breakdown for expenditure for which funding is requested from this submission i.e., if you are asking for £100,000 for this Project Case, what are the line items that this funds (note, this can be added as written text above the tables)
- Inclusion of contingency and the % of the total ask should be made clear
- Where possible, demonstrate how benchmarking has been used to ensure reasonable cost estimates have been used (cost/unit.)
- Provide commentary to supplement tabular data and highlight assumptions used and sources of uncertainty
- Work with finance colleagues to develop and maintain a full financial profile for the project

4.1 CAPITAL FUNDING AND REVENUE FUNDING STATEMENT

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

Insert a written summary in this section to verify the overall affordability of the project, the line items to be funded 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.

All secured funding identified below should be verified by a written confirmation attached to this PC with details of any conditions etc. Note that any funding requested via this Project Case is “unsecured” until approval of the business case.

Complete Tables 10 and 11 to provide detail on the overall funding package.

Note, funding can only be deemed secured if written confirmation is available and attached with the PC.

Table 11 should include a target date of a decision of funds should be listed against all unsecured funding e.g., decision due March 2026 and should detail any conditions attached to the secured funds e.g., spend by March 2027.

Some definitions to help with the completion of Tables 10 and 11:

- **Gross costs** - The total costs, expenses, liabilities, Taxes and other expenditures.
- **Revenue costs** - Total cost incurred to obtain a sale and the cost of the goods or services sold.
- **Capital costs** - Fixed, one-time expenses incurred on the purchase of land, buildings, construction, and equipment used in the production of goods or in the rendering of services. In other words, it is the total cost needed to bring a project to a commercially operable status.
- **Development funding** - Costs that are needed to reach the next business case stage i.e., feasibility studies, design works

You can use revenue funding to fund capital expenditure, but you can't use capital funding for revenue expenditure. Examples of revenue funding include:

- Certain grants
- Revenues generated
- Capital funding:
- Capital Grants
- Capital Receipts
-

“Local Authorities can only borrow for capital expenditure” (*CIPFA Prudential Code*)

4.2 COST BREAKDOWN

Complete the table below detailing the breakdown of project expenditure to date and forecasted costs.

Complete Table 12 to demonstrate the breakdown of the project budget into individual line items for project expenditure to date and forecasted for the remainder of the project.

Please add/delete line items as applicable to your project.

5 - MANAGEMENT CASE

The purpose of the management dimension of the business case is to demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme, including feedback into the organisation's strategic planning cycle.

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 and Contract management arrangements.

Please provide further information on the following elements of Management and Governance:

- **Governance and decision-making arrangements** - who is involved in the decision-making process both inside and outside the organisation including the use of governance frameworks such as the Single Assurance Framework. Diagrams may be added.
- **Change management arrangements** (inc. reference to WMCA Change Process) - detail the process for managing, tracking and approving changes to time, cost, quality and scope.
- **Outline benefits realisation arrangements** and plans, including an initial benefits register - explain the process in place for identifying and monitoring benefits through to realisation. This should include detail on the maintenance of a benefits register.
- **Contract management arrangements** - detail the arrangements in place to manage the agreed contracts over their duration. This should include detail on both the service provider's and procuring authority's respective roles and responsibilities in relation to the potential Deal.
- **Post evaluation arrangements** - provide high level detail that includes the expected timescales for post project evaluation. These arrangements should be included in the project schedule with the individuals responsible for their delivery.

It is expected all the above arrangements should be completely finalised and agreed at Project Case, which is final business case stage.

5.2 PROJECT SCHEDULE FOR DELIVERY

List the key project milestones and ensure this information is fully aligned to the Project Schedule, which must be appended to this PC. Include a longstop date by which all monies for development of this PC needs to be drawn.

Use Table 13 to set out the key project milestones including (but not limited to) a longstop date by which all monies need to be drawn by.

Note, the detail provided should fully align to the Project Schedule appended to this PC.

5.3 MONITORING AND EVALUATION

Summarise the Monitoring Evaluation arrangements for the project and milestones leading to Project Evaluation.

Include detail on the following:

- Establish whether this will be evaluated.
- The final costs for the budget & resources required for M&E - (Note, this should align to the financial case).
- How previous lessons learnt / M&E learning informed this project/programme. See section 5.10 above.
- How performance will be measured – including indicator/metrics.
- The monitoring resource needs for when the project moves into delivery. i.e., who will be responsible for M&E data collection, assessment, and quality control with delivery partners, etc.
 - Identify if that capacity is available within the organisation. If not, establish a timeline for recruiting & setting up this resource.
- Where you do not have an M&E template in place, or the funder be providing an M&E template for monitoring purposes, please refer to the WMCA M&E template for guidance [Performance team Intranet page](#).
- The engagement strategy for disseminating M&E data and reporting amongst internal & external stakeholders identified.
- The main evaluation objectives of the project/programme.
- The set of evaluation questions to help with commissioning evaluation.
- Identification of preferred Evaluation experts – (for both Process & Impact Evaluation).

For additional support with completing the M&E template please contact the M&E team:

CorporateMonitoringEvaluation@wmca.org.uk

6 - MANDATORY APPENDICES

This section will provide guidance on each of the mandatory appendices required at PC stage.

Please provide each of the mandatory appendices as a separate Word/Excel document – do not embed in the Business Case or provide PDFs.

If any appendices are missing, your business case may be rejected until missing appendices are provided.

6.1 BENEFITS REALISATION PLAN (or MEP)

The benefits realisation plan provides details of how the benefits process will be applied to a project; we appreciate some of the information included may be indicative at this stage.

A project benefit is an outcome of the project that is seen as a positive change by one or more stakeholders. It must, by definition, be achievable and approved by key stakeholders. Project benefits are not deliverables (e.g., a computer system or carpark).

Examples of tangible benefits: increased revenue, productivity gain or process improvement.

Examples of intangible benefits: improved user experience, increased compliance or brand equity.

The benefits realisation strategy should set out arrangements for the identification of potential benefits, their planning, modelling and tracking. It should also include a framework that assigns responsibilities for the actual realisation of those benefits throughout the key phases of the project.

For further information please access government Guidance on benefit measurement here

<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/987133/Benefits_Measurement_Guidance_Note_May_2021.pdf>

6.2 BENEFITS REGISTER (MAY BE CONTAINED WITHIN MEP)

Aligned to the Outline Benefits Realisation Plan, the Benefits Register must capture all the target benefits. This register should also indicate how those benefits are to be realised. This is typically an Excel spreadsheet that includes line items of each benefit, a short description, the objective the benefit links/contributes to, the Benefit Owner, the beneficiaries, the baseline, target and measurement methodology.

6.3 RISK REGISTER AND ISSUE LOG

Identifying, mitigating, and managing risks and issues is crucial to the successful delivery of your project, since risks coming to fruition are most likely to result in the project not delivering its intended outcomes and benefits within the anticipated timescales and spend.

A standard WMCA Risk Register template is available here:

<https://intranet.wmca.org.uk/file/5768/download/Risk%2520Register%2520template%2520-%2520Final%2520Version.xlsx>

It includes concise but comprehensive guidance on how to complete the register.

Note that where a previous or existing risk register template is being used, you must ensure the headings within the WMCA Risk Register are included as a minimum standard.

The key requirements of a WMCA risk register are as follows:

| Column | Description |
|--|---|
| Risk ID | Enter Reference Number e.g., Proj X 003, etc |
| Date Risk Raised | Date risk was first raised to the risk register |
| Raised by | This is the project owner that raised the risk. This can be any member of the team but would usually be Senior or Assistant Delivery Managers, project co-ordinators, performance managers |
| Risk Owner | The risk owner is usually the Head of Service, Sponsor or Directors |
| Category | Select a Risk category from the dropdown list; this should be linked to the cause and should, in most instances, reflect where or how the risk arose. |
| Risk Title | Enter a brief, easily understood, risk title |
| Cause | Describe the root cause of the threat to the achievement of WMCA / project objectives, deliverables, etc. |
| Effect | Describe the possible consequences of the risk materialising. List the main impacts this risk could have, thinking about the effects not just on the department but also on WMCA and any other stakeholders (e.g., Internal and external partners). |
| Controls and Measures already in place | Enter all the controls or measures the project already has in place, or which have been put in place specifically for this risk. This should include any ongoing activity. |
| Likelihood | Likelihood reflects the probability of the risk happening, taking into consideration the controls and measures already in place and without any further control activity taking place. |
| Impact | Reflects the effect the risk might have once existing controls have been considered and assuming no further control activity is undertaken. |
| Score | The total risk score based on the Impact x Likelihood assessment. |
| Further Actions required to Mitigate Risk | Where the risk score is higher than desired, enter all further actions required to bring the risk down to achieve its target |

| | |
|----------------------------|--|
| Action Owner | Who is responsible for the further action. This could be a project team member. |
| Action Due Date | When the action is due |
| Risk Escalation | This cell should only be used to show that a risk has been passed from Project to Programme, to Directorate, or from Directorate to SRR. If there is a need for the risk to be raised with a different body, committee, etc, as a control activity, then that should be captured under "Further actions required...". |
| Date Risk escalated | Date the escalation took place. |

6.4 PROJECT SCHEDULE

A project schedule is a timetable that organises tasks, milestones, and due dates in an ideal sequence so that a project can be completed on time.

A project schedule is created during the planning phase and includes the following:

- Deliverables
- Tasks
- Task start and end dates
- Task dependencies
- Critical Path

Then, during the delivery phase, the schedule baseline is compared against the actual project progress.

6.5 WRITTEN CONFIRMATION/S OF CONFIRMED FUNDING

Attach any official confirmation/s received to confirm funding award, this may include funding award letters.

7 - FURTHER READING AND RESOURCES

7.1 PUBLIC

[Business Case Guidance for Projects and Programmes](#) - HM Treasury guidance on how to develop business cases for projects and programmes.

[Magenta Book](#) - HM Treasury guidance on what to consider when designing an evaluation.

[Managing Public Money](#) - This publication offers guidance on how to handle public funds.

[The Aqua Book](#) - Guidance for producing quality analysis for government.

[The Green Book](#) - HM Treasury on how to appraise policies, programmes and projects.

7.2 WMCA ONLY

[Governance Services](#) - information on meetings and boards, Modern.Gov and Cover/Board Reports

[Health and Equity Impact Assessment](#) - practical tools to promote inclusion and reduce health and wider inequalities.

[Performance Management](#) - Monitoring and Evaluation guidance and templates

[Risk Management](#) - Risk register template and WMCA Strategic Risk Framework

