Business Justification Case Guidance

Single Assurance Framework

West Midlands Combined Authority

ABSTRACT
This document provides guidance based on HM Treasury's Green Book and WMCA Requirements to assist in the writing of a Business Justification Case (BJC)

Programme Assurance and Appraisal
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VERSION CONTROL SHEET

Version No.	Date	Author	Changes
V1.0	June 2021	Programme Assurance & Appraisal	First Launch of Business Case Guidance
V2.0	March 2023	Programme Assurance & Appraisal	Planned update to reflect WMCA and Green Book Requirements
V2.1	September 2023	Programme Assurance & Appraisal	Update in line with Business Case template update
V3.0	October 2023	Programme Assurance & Appraisal	Planned yearly update including but not limited to; addition of Inclusive Growth and Equalities Section, more detailed guidance on Stakeholder Involvement, Critical Success Factors and Monitoring and Evaluation
V3.1	February 2024	Programme Assurance & Appraisal	Update to stakeholder information and improved guidance on Inclusive Growth and Equalities Section
V4.0	October 2024	Programme Assurance & Appraisal	Enhanced stakeholder information, improved formatting across documents and governance Board Report requirement added to appendices

Version No.	Date	Approver	Approvals
v1.0	June 2021	Programme Assurance & Appraisal	Working Group Activity
V2.0	March 2023	Programme Assurance & Appraisal	Task and Finish Group Activity
V3.0	October 2023	Programme Assurance & Appraisal	Programme Appraisal
V3.1	February 2024	Programme Assurance & Appraisal	Programme Appraisal & Centre of Excellence

Version No.	Date	Approver	Approvals
V4.0	October 2024	Programme Assurance & Appraisal	Programme Appraisal & Centre of Excellence

RELATED DOCUMENTS

Reference	Related Documents
WMCA-SAF-TP019	BJC - Business Justification Case

CONTENTS

WMCA-SAF-GD019 Business Justification Case Guidance v4.0

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 HM Treasury's Five Case Model as outlined within The 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 Business Justification Case (BJC). The guidance is designed to help with the completion of the BJC 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 Business Justification Case

The BJC is a single stage business case, using the Five Case Model, for the delivery of relatively low level spend for which firm prices are available.

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

- Are <u>not</u> deemed novel or contentious;
- Within the organisational limit agreed for the use of single stage business cases; and
- Can be procured from an existing pre-competed arrangement.

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 <u>mandatory</u>, 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 EXECUTIVE SUMMARY

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)
- **Associated Outputs** – State the tangible and direct results of the project (e.g., 250 metres of cycle lane)

IV 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. v
- **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	BJC (£)
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 SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

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

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. The setting of clear, concise and meaningful SMART 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. 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. Improve the delivery of public services in terms of outputs **(efficiency).** For example, by improving the throughput of services whilst reducing unit costs.
3. 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. Meet statutory, regulatory or organisational requirements and accepted best practice **(compliance).** For example, new health and safety legislation or building standards.
5. Re-procure services in order 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 WMCA Aims:

#	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 Nov 2024	Improvement unemployment by 2%, by Dec 2025	Delivery of 12 digital bootcamps in Birmingham	Economy	Promote inclusive economic growth in every corner of the region

1.2 EXISITING 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 to include demands/needs, the difference between the current provision and aspirations, through achieving project objectives. Consider the implications if the project does not proceed.

Provide a summary that details the current situation and range of services presently being provided by the organisation. This includes detail on key customers, service levels and current demand.

Evidence the future needs of the organisation, what is needed to close the gap to meet objectives, and the impact if the project is not implemented. This helps establish a compelling Case for Change based on business needs, rather than the contention it is 'a good thing to do'.

1.3 INCLUSIVE GROWTH AND EQUALITIES

Explain how this project will contribute to inclusive growth and equality within the West Midlands. If WMCA internal, the WMCA's Inclusive Growth Framework can be found here. To add, state how health inequalities and equalities (protected characteristics as defined by the Equality Act) have been considered in the production of this business case, this can be done using the WMCA Health and Equity Impact Assessment (HEQIA) Tool found here for internal staff, or other tools available within Local Authorities. If you are external to WMCA but wish to use our HWQIA Tool, contact equalitiesteam@wmca.org.uk.

Provide a written explanation that explains how the project contributes to both inclusive growth and equality. This can be done using the WMCA tools provided within the links above (links available for WMCA internal applicants), or other tools available within Local Authorities. Once the tool/s are completed, the output should be used to shape the business case i.e., what steps or actions have been taken in response to the results. If you are external to WMCA but wish to use our HWQIA Tool, contact equalitiesteam@wmca.org.uk.

• The Inclusive Growth Framework poses a set of considerations and provides guidance and evaluation criteria to help assess whether a project will directly or indirectly contribute to achieving the inclusive growth fundamentals. Please refer to the Inclusive Growth Toolkit page for further information and updates.

• The Health and Equity Impact Assessment (HEQIA) tool how equalities etc has been considered, highlighting any likely positive, neutral and/or negative impacts, and in the case of the latter, what steps or actions can be taken to mitigate negative impact(s).

1.4 PROJECT SCOPE AND SERVICES

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

Complete Table 5 provided to list the following:

- Essential Requirements i.e. project requirements that must be delivered for the project to be successful.
- Desirable Requirements i.e. project requirements that could be delivered if budget and resource allows.
- Optimum Requirements i.e. project requirements that are 'nice to have'.

1.5 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives, along with the key activity aimed at either managing the cause or mitigating the effects of each risk.

Use Table 6 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 BJC, which should follow the standard WMCA Risk Register template and should be developed and used in accordance with the WMCA Risk Management Framework.

Further details and guidance on Risk Management are available below at "*Risk and Issue Management*".

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

1.6 CONSTRAINTS

Specify any constraints that have been placed on the project.

Detail any constraints that have been placed on the project i.e. the limitations that may be faced.

Constraints are the external conditions and agreed parameters within which the programme must be delivered, over which the project has little or no control. These can include policy decisions, ethical and legal considerations, rules and regulations, and timescales within which the project must be delivered. Affordability constraints may include agreed limits on capital and revenue spend. Constraints on the project need to be managed from the outset, since they will constrain the options that can be considered for project delivery.

1.7 DEPENDENCIES

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

Detail any dependencies outside the scope of the project upon which the ultimate success of the project is dependent i.e. things that must be in place/managed elsewhere.

These should include:
- **Inter-dependencies between other programmes and projects.** These are the dependencies that are external to the project but are still within the perimeters of the organisation's project and project management environment, and most likely linked to the scope of another project or project within the strategic portfolio.
- **External dependencies outside the project environment.** These are the dependencies that extend beyond the boundaries of all the projects into other parts of the organisation or even other organisations. These dependencies are outside the control of the project management environment; potentially in business operations, partnering organisations and include external dynamics, such as legislation, strategic decisions and approvals.

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 CRITICAL SUCCESS FACTORS (CSF'S)

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

These are not outcomes or objectives; they are the attributes essential for successful delivery of the project.

Complete Table 7 with the following: Critical success factors are those factors that if not met, would mean the project had not been successful. They can be used to eliminate options from the long-list, even those options that perform well financially or economically but do not satisfy all CSFs.

- An optional, 'nice to have' or non-critical output or outcome should not be listed as a CSF.
- CSFs are not the same as project outputs, objectives or outcomes, which should still be defined separately.
- Each CSF should indicate how it aligns to the project objectives - showing how meeting the Objectives contributes to meeting the CSF. This means that each CSF should align to one or more objective.
- When considering a projects CSFs, a starting point in order to ensure a broad range of attributes essential for delivery are identified consider the following themes: Strategic Fit, Business Need, Value for Money, Supplier Capacity and Capability, Affordability (example #1 below), and Achievability.

Example Table (7) for CSF's:

#	Critical Success Factor	Alignment to Project Objectives
1	Deliver within available funding envelope	1. Deliver 1000 units by 2025 2. Enable 3000 customer interactions per month by 2025

2.2 BENEFITS APPRAISAL

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

Complete Table 8, taking the following information into account:

- A 'benefit' is a tangible impact realised by the end users of the project. It arises because of the project's outcomes.
- The benefits of a project should have been identified in the logic map and benefits realisation plan.
- Beneficiaries can be users, non-users, public sector and private sector.
- Benefit Classifications are as followed – use dropdowns to select from different classes of benefit:

a) **Cash releasing (CRB)** - Reductions in operating cost; Increases in revenue stream. Can be monetised, by definition, and include improved economy.

b) **Non-cash releasing (non- CRB**) - Re-deployment of existing resources, including staff and infrastructure onto other business. Can be monetised and include improved efficiency.

c) **Quantifiable (QB)** - Improved social outcomes; Improved retention of trained staff; Customer satisfaction. Can be measured but not (meaningfully) monetised.

d) **Qualitative (Qual)** - Widening the cultural appreciation of school children. Cannot be measured nor monetized (meaningfully)

For example, consider a scheme to improve physical activity:

- **Outputs**: physical activity *equipment*
- **Outcomes:** *greater* physical *activity*
- **Benefit:** *improved* health
- **Beneficiary:** General Public (social benefit)
- **Benefit Class:** Quantifiable Benefit

Example Table (8) for Benefits & Beneficiaries:

#	Benefit	Benefit Classification	Beneficiary(s)
1	Improved health	Quantifiable (QB)	General Public

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

Complete Table 9, noting 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 (9) for Quantified Benefits:

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

2.3 OPTIONS ANALYSIS AND APPRAISAL

Please identify a minimum of 4 options and complete a shortlisting exercise.

Complete Table 10 whilst considering the long list of options should consist of a wide range of options that are broad enough to capture all potential ways to meet the project objectives and CSFs, but without being unrealistic.

The long list should not consist solely of variations of the preferred option but should be compiled before the preferred option is selected to give a range of possible solutions.

This may result in options which are vastly different "on the ground" but which meet the project objectives and critical success factors.

The table should show whether the option is shortlisted (and taken forward for further consideration) or not, and whether the option meets the project objectives. It is expected that only options that meet the objectives should be shortlisted.

Example Table (10) for Options Analysis [Short-Listing Exercise]:

Option	Description	S / R?	Meets Objectives?
1.	Business as usual (BAU)	S	Y

Using the same option numbering as above, complete the options appraisal summary.

Complete Table 11 whilst considering costs are all costs of providing the project. These should be the Green Book compliant (without inflation and discounted) costs to the public sector as a whole. Separate out capital and revenue costs.

Benefits accrue to the wider public and the public sector, as detailed above. Explain, with values where appropriate, the scale of benefits arising from each option.

Identify key risks associated with each option. This <u>should not</u> include risk narrative for the non-selection of any specific option i.e.. The Preferred Option. The Preferred Option is justified in other areas of the business case, such as the VfM assessment. A full risk register should accompany the BJC, this section should be used to differentiate between options as appropriate.

Example Table (11) for Options Appraisal:

Net Costs	Benefits that arise	Risks associated
Capital: £500,000 Revenue: £10,000 per year, £45,150 over the project lifespan (x months)	Time savings to users: 3 minutes per user, £850,000 over project Cost savings to provider: £20,000 per year, £90,300 over the project	• Relies on users transitioning to new technology. • Technology may become obsolete or suffer breakdown.

2.4 VALUE FOR MONEY ASSESSMENT

Complete the table 12 below to provide decision makers with a summative Value for Money (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.

2.5 RECOMMENDED / PREFERRED OPTION

Confirm which option is deemed to be the Preferred Option. Conclusions should be drawn on each of the different options considered in terms of cost, benefit, risk and its ability to meet the spending objectives.

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

This decision should consider the benefits (both quantified and unquantified) and the costs. 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 Option is affordable in the short and long term, for both capital and revenue expenditure.

The chosen option should offer the best overall value for money for WMCA, and the explanation provided in this section should clearly demonstrate that is the case.

3 - COMMERCIAL CASE

3.1 EXPECTED OUTPUTS

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

Use Table 13 provided to list what will be procured to deliver the project; this should include goods, services and works.

This should also correlate with the project milestones provided later in the Management Case.

3.2 ROUTE TO PROCUREMENT AND EXISTING RULES AND REGULATIONS

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

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)

3.3 CHARGING MECHANISM

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

Detail how the charging mechanism can be used to 'incentivise' the service provider(s) to provide Value for Money over the lifespan of the project and its operational phase.

The charging mechanism is the agreed method for which payment for the contracted services will be made. The underlying aim of the payment mechanism and pricing structure is to reflect the optimum balance between risk and return in the contract. As a general principle, the approach should be to relate the payment to the delivery of service outputs and the performance of the service provider.

Charging mechanisms include (but are not limited to): fixed costs/prices, payment on delivery of agreed outputs, availability payment, volume payment and incentive payment.

Properly constructed payment mechanisms incentivise the service provider to deliver services in accordance with the business imperatives of the public sector in the following key phases of the service:

- **The pre-delivery phase** - up to the acceptable delivery of the service and commencement of the payment stream.
- **The operational phase** - following acceptable delivery of the service up to the close of the primary contractual period.
- **The extension phase** - post-primary contract period.

3.4 RISK APPORTIONMENT

Clarify the potential risk apportionment and identify how the service risks in the design, build, funding and operational (DBFO) phases of the project may be apportioned between the public and private sectors. This should align to the Risk Register and Risk Management Strategy appended to this FBC.

The main aim of this section is to demonstrate that specific risks are allocated to the party best able to manage them. The intention is to optimise the allocation and sharing of risk rather than to maximise the number of risks to be transferred to potential service providers for delivery of the project.

The following principles should be considered:

- The DBFO model does not just apply to capital build projects, it could just as easily be design, implement, fund, operate for example.
- The public sector should consider transferring risk to the private sector when the service provider is better able to influence the outcome than the procuring authority.
- The degree to which risks may be transferred depends on the specific proposal under consideration.
- The successful negotiation of risk transfer requires a clear understanding by the procuring authority of the risks presented by a proposal; the broad impact that these risks may have on the service provider's incentives and financing costs (cost drivers); and the degree to which risk transfer offers Value for Money – hence the need to identify and cost individual risks.
- The private sector should be encouraged to take the risks it can manage them more effectively than the public sector; particularly where it has clear ownership, responsibility and control.
- The transfer of risks can generate incentives for the private sector to provide more timely, cost-effective and innovative solutions.

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) <u>are not</u> 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 £1,000,000 for this FBC, what are the line items of expenditure.
- 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

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

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

Complete the Tables 11 and 12 to provide detail on the overall funding package. Note, funding can only be deemed secured if written confirmation is available and attached with the FBC.

Table 15 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 14 and 15:

- **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 facilitate the work packages/tasks with Capital Costs in the BJC i.e., additional studies, finalised design works for later project phases.

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 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.

Complete Table 16 to provide further detail on WMCA funding specifically.

In addition, if there is a shortfall in funding, commentary should be included above Table 14 to state how this will be dealt with e.g., discussions with DfT around future funding streams or ongoing discussions with the private sector.

Note, WMCA are to be seen as a funder of the last resort where possible and therefore this should be reflected within the order in which WMCA funding is drawn down (should other funding sources be available).

4.3 BORROWING SUMMARY

Please state if any element of the project 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 project.

If project costs are dependent upon borrowing, this question is applicable.

If the project is dependent upon borrowing, using the guidance notes provided within the table, please complete Table 17 to demonstrate the receipt of funding from other parties whereby there is an agreement that the funds will be repaid.

4.4 COST BREAKDOWN

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

Complete Table 18 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.

4.5 STAKEHOLDER SUPPORT

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

If elements of this projects are to be funded by sources outside of the WMCA, this question is applicable. Please highlight stakeholder support in the guise of ongoing commitment to financially support this project. The agreement by the funder(s) of the scheme should be in written form and appended to the business case.

This is generally covered by the inclusion of the mandatory appendix listed in Table 21 'Written Confirmation(s) of Confirmed Funding.

Further guidance is available in the 'Guide to developing the project business case' – linked in section 7.1 below.

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; Contract management arrangements; Post evaluation 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 BJC, which is final business case stage.

5.2 PROJECT SCHEDULE FOR DELIVERY

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

Use Table 19 to set out the key project milestones including (but not limited to) dates for future business case submissions and a longstop date by which all monies need to be drawn by.

Note, the detail provides should fully align to the Project Schedule appended to this BJC.

5.3 PROJECT ORGANOGRAM

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

Insert a Project Organogram that includes all key stakeholders and their reporting lines. This should identify the staff that are full-time, part-time and fixed term.

5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITES

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

Use Table 20 to classify the key role and tasks. Where there is a more complex matrix available to the project, this can be appended to the business case submission, but a statement should be included under Table 20 drawing attention to this. The contents of any appendix must still be summarised within Table 20.

Definitions for the RACI matrix are:

Responsible - The individual(s) with responsibility for the task or deliverable is typically responsible for developing the deliverable or completing the activity. The persons responsible are typically working-level project team members, such as the project manager, business analyst, developers, or those who create marketing material and technical documentation, for example. These are the doers.

Accountable - The accountable party is typically the person or group responsible for ensuring the work is complete and suitable. This is usually someone with signature authority or the decision-maker. The accountable parties are typically the business owner, business sponsor, steering committee, key stakeholders, information security or governance bodies, or the manager of the key responsible party.

Consulted - Consulted individuals are those from whom feedback, and input should be solicited. Consulted parties could be legal, information security, compliance, and subject matter experts (SMEs) from other departments in the organisation that could be impacted. If you are working on new product development, this could essentially be the entire organisation.

Informed - Informed persons are those you simply want to keep in the loop. These individuals do not have to be consulted or be a part of the decision making. Keep this group on your cc list for awareness of topics, decisions, and progress. Also, invite this group as optional attendees for kick-off meetings and project demos.

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).

The use of specialist advisers is encouraged where the necessary capabilities and competencies are in short supply for large, significant, complex and novel projects.

The requirement for special advisers usually falls into four key categories in the project plan: financial, legal, technical and programme / project management.

The BJC should indicate how and when this advice will be used along with expected costs.

Special advisers should be used where an independent and impartial role is required to achieve the best results. This includes facilitating workshops.

5.6 RISK AND ISSUE MANAGEMENT

Explain how project risk management is undertaken; the relevant roles and responsibilities for managing risk within the project. Think about how risks are identified, how often and by whom the risk register is reviewed, and how risks are to be escalated. This last point is particularly important, what happens if a risk is out of control, where does it go?

Risk is the possibility of something occurring that could adversely impact the success of the project. While an Issue is evidence that such a risk event is occurring or has already occurred. Risk management is, therefore, a structured approach to identifying, assessing and controlling risks that emerge during the project lifecycle. Effective risk management is not a tick box exercise, it supports better decision-making, is a key tool in providing protection to the WMCA, and provides assurance to the Board, Audit Committee and Central Government.

All the information necessary to understand how Risk Management works at the WMCA can be found in the Risk Management Framework here: https://intranet.wmca.org.uk/section/resource-hub/finance-and-business-hub/business-improvement-team/risk-management. This includes the scope of the framework, the roles and responsibilities, and the process we expect to be followed in identifying, assessing, managing, and escalating risks.

Within each project it is important that the roles and responsibilities for risk management are understood. In particular:

- Who owns each risk and is thereby responsible for the risk,

- Who the action owners are; individuals tasked with implementing activity aimed at bringing a risk under control?

- Who will review the risk register and how often, and importantly,

- What happens with risks that are outside of control? Do these risks escalate to a programme or Executive Director / Operational risk register?

- What happens if there is evidence of far wider risks? How is awareness escalated to the programme or Executive Director / Operational risk register?

For any questions on the application of risk management please contact Peter Astrella, the WMCA Risk Manager, peter.astrella@wmca.org.uk

5.7 PROJECT ASSURANCE

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

Detail the project assurance arrangements in place (including, but not limited to):

- Ongoing quality assurance, monitoring and reporting - meetings in place and frequency of progress reporting.
- Planned out of directorate health checks undertaken by the WMCA Programme Assurance and Appraisal Team or other 2nd line of defence assurance teams - the plan to seek independent support and guidance outside of the project team
- External and internal audit/government reviews - planned audits that may be a requirement of the funder/s
- Post evaluation and implementation reviews

5.8 CONTINGENCY ARRANGEMENTS

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

Provide details of the contingency plan(s) in the event of the non-delivery of the contracted services to the required level of performance and availability at some unspecified future point in time, this includes:

- Details of any tolerances built into the project, which if breached would trigger a change request (i.e. impact on cost, time, scope, benefits or quality of deliverables).
- Plans in place in the event of project or service failure.

5.9 LESSONS LEARNT

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

For example, provide:

- Project name: *Snow Hill Station.*
- Directorate: *TfWM.*
- Title of the lesson learnt: *Lack of stakeholder engagement at concept stage.*
- The repository name and ID number (if available).

Also provide information on how lessons learnt will be captured throughout the project lifecycle to improve project delivery. This may include the use of Lessons Learnt workshops or a Lessons Learnt log.

5.10 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.
  - o 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 pleases 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 BJC 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 MONITORING AND EVALUATION PLAN (MEP)

The benefits realisation plan provides details of how the benefits process will be applied to a project.

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 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.

6.3 STAKEHOLDER AND COMMUNICATIONS STRATEGY

A Communications Strategy documents the involvement and influence of your project stakeholders. It also outlines how you plan to communicate with stakeholders.

Stakeholders can either be individuals from within your team or external parties that are impacted by your work.

- Internal stakeholders may include project managers, operations teams, department heads, and board members.
- External stakeholders may include clients, customers, investors, suppliers, company partners, or shareholders.

At a minimum, the strategy should include:

- **Stakeholder name:** Identify who your stakeholder is.
- **Interest level:** Rank the stakeholder's interest level (High, Medium or Low), a stakeholder matrix may be useful to show this.
- **Influence level:** Rank the stakeholder's level of influence (High, Medium or Low), a stakeholder matrix may be useful to show this.
- **Communication frequency:** Identify how often you'll communicate with this stakeholder.
- **Communication channel approach**: Identify what communication tool you'll use to communicate with this stakeholder.
- **Information type:** Identify the type of information you'll deliver to this stakeholder when communicating.

Example of Stakeholder Interest-Influence Matrix:
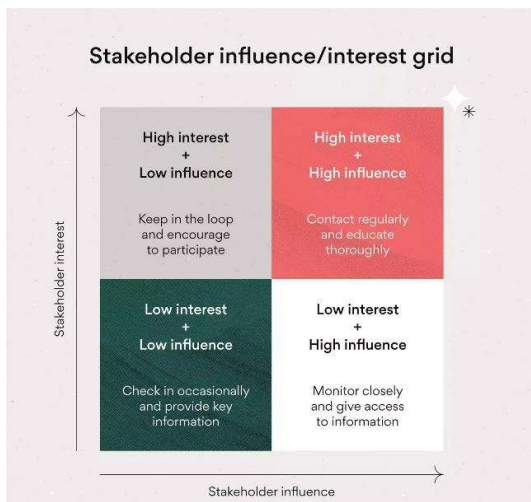
6.4 AGREED DEAL

Attach any official (signed) agreed deals (if applicable).

6.5 WRITTEN CONFIRMATION/S OF CONFIRMED FUNDING

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

6.6 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

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

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