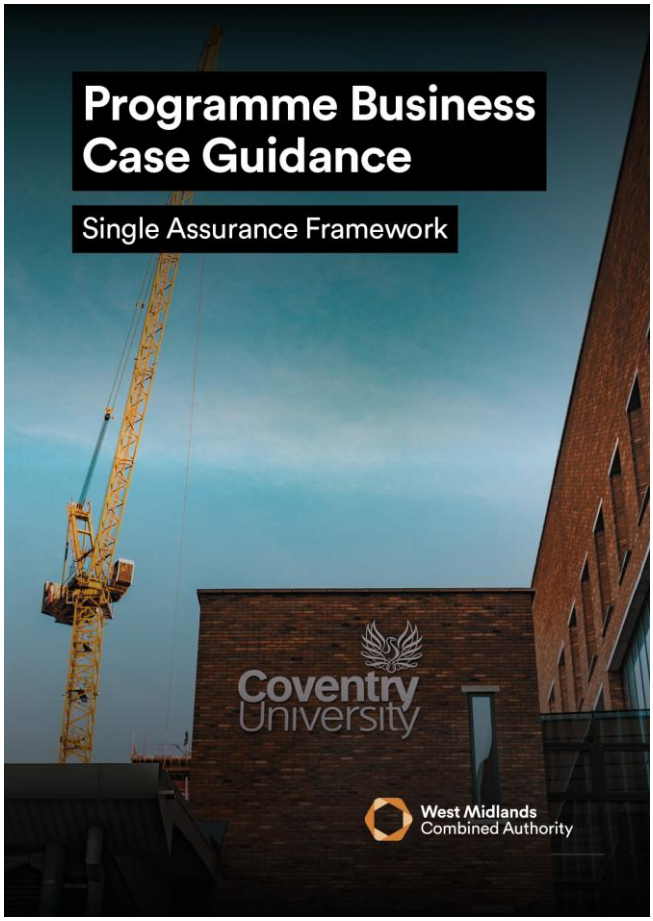

ABSTRACT

This document provides guidance based on HM Treasury Green Book and WMCA requirements to assist in the writing of the Programme Business Case (PBC)

Programme Assurance and Appraisal

VERSION CONTROL SHEET

Version No.	Date	Author(s)	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 HM Treasury Green Book Requirements
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
V4.01	January 2025	programme Assurance & Appraisal	Amended links to external resources and guidance (Inclusive Growth), following stakeholder feedback
V5.0	February 2026	Programme Assurance & Appraisal	Significant updates to entire guidance, linked to associated changes to the corresponding SOC template, following annual revision cycle. Incorporating HM Treasury Green Book updates (5 February 2026)

Version No.	Date	Approver(s)	Approvals
v1.0	June 2021	programme Assurance & Appraisal	Working Group Activity
V2.0	March 2023	programme Assurance & Appraisal	Task and Finish Group Activity

Version No.	Date	Approver(s)	Approvals
V3.0	October 2023	programme Assurance & Appraisal	programme Appraisal
V3.1	February 2024	programme Assurance & Appraisal	programme Appraisal & Centre of Excellence
V4.0	October 2024	programme Assurance & Appraisal	programme Assurance and Appraisal Working Group
V4.01	January 2025	programme Assurance & Appraisal	programme Assurance and Appraisal Working Group
V5.0	December 2025	programme Assurance & Appraisal	programme Assurance, Appraisal, Centre of Excellence – Business Case Update Working Group

RELATED DOCUMENTS

Reference	Related Documents
WMCA-SAF-TP020	PBC - Business Case

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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 Programme Business Case:

- Enables the organisation and its key stakeholders to understand, influence and shape the programme'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 programme, and provides the basis for management, monitoring and evaluation during and after implementation.

This guidance document sets out the requirements when submitting a Programme Business Case (PBC). It is designed to help with the completion of the PBC, by explaining what the WMCA and HM Treasury Green Book standards are, and which will be appraised, assessed, and considered through the decision-making process.

The Purpose of a Programme Business Case

The purpose of the PBC is to define the selection of projects and activities required to deliver the programme's 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. Developing a PBC means that individual business cases for those linked projects can be proportionate, because they can refer and signpost to detail contained in this submission.

The PBC should be treated as a working document. It must be revisited and updated upon completion of each tranche of the programme, prior to obtaining approval to commence a further tranche.

Managing Successful programmes (MSP) is an international standard for programme management, it defines a programme as 'a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organisation's strategic objectives.

II PROGRAMME DETAIL

Ensure Tables 1, and either 2a (WMCA internal business case only) OR 2b (External business case i.e. constituent Local Authority, WMCA arm's length body), are completed in full. This should include the names of the key stakeholders who have input and been sighted on the business case for submission.

The WMCA Programme Code can be obtained from the WMCA Programme Sponsor.

Note, there are several mandatory stakeholders for both internal and external promoted business case submissions (Tables 2a OR 2b). Where the required input from those mandatory stakeholders is not clearly demonstrated, the business case submission will not be accepted until the necessary detail is provided.

Engagement with those mandatory stakeholders must 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, there are a number of both non-WMCA and WMCA employees which should be engaged as part of the business case development process.

In all cases, where a stakeholder is mandatory, this is indicated in the 'requirement' columns of Tables 2a and 2b of the business case template.

III MANDATORY APPENDICES

Provide each of the mandatory appendices listed below as separate documents (do not embed documents within the business case and ideally avoid the use of PDFs).

Any missing appendices risk delays in your business case being submitted into the SAF process

The mandatory appendices for the PBC are listed in Table 3 and include:

A. Health and Equity Impact Assessment (HEIA)
B. Risk Register and Issue Log
C. Logic Model (may be contained within MEP)
D. Benefits Register (may be contained within MEP)
E. NPSV/BCR/RPSC/VfM calculations (may be in the form of a workbook)
F. Written Confirmation(s) of Confirmed Funding
G. Programme Schedule
H. Risk Management Strategy
I. Benefits Realisation Plan
J. Monitoring and Evaluation Plan (MEP)
K. Stakeholder and Communications Strategy
L. Transport Additional Appendix*
M. Whole Life Carbon Assessment (WLCA)*

Further information on the content of these mandatory appendices is provided in section 6 of this guidance. Where appendices cannot be provided, full justification must be provided for further consideration.

IV EXECUTIVE SUMMARY

Provide a one-page standalone summary of the proposed programme (Max 500 words).

This summary should include the following at a minimum:

- **A brief programme 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 programme.
- **Programme Objectives** – State the 'big picture' goals that are planned to be achieved (e.g., improving air quality)
- **Associated Outcomes** – State the target outcomes which are to be brought about because of the new or transformed operation/service, delivered by enabling projects under the programme (e.g., social outcomes are improved through an improved quality of public service, by meeting new operational targets).

V FINANCE SUMMARY

Complete Table 4 to provide a brief financial summary of the programme.

Definitions for each line required are:

- **Total programme cost** - The sum of the entire programme (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 funds subject to this business case** - The amount of funding being requested from WMCA (i.e., the financial ask of this business case)
- **WMCA funding source(s)** - State the funding source of the WMCA Funding being requested (e.g., Transport for City Regions – TCR, Integrated Settlement – Environment and Climate Change pillar)
- **Funds already secured** - The amount of funding that has already been officially secured; this should be demonstrated by confirmation of funding appended to the business case.
- **Identified but unsecured funding** - The amount of all 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 funds subject to this business case' row. This may also include additional funding requirements which are not the subject of this business case, but which are also not yet secured.
- **Funding deficit yet to be identified** - The remaining amount needed to meet the total programme costs, when excluding the funds subject to the business case, any already secured funds and funds that have been identified for other sources but are also unsecure (i.e. the subject of an additional competitive funding application).

Example Table (4) for Financial Summary

Finance Summary	***PBC***
Total programme cost:	£10,000,000
WMCA funds subject to this business case:	£1,000,000
WMCA funding source(s):	TCR
Funds already secured:	£0
Identified but unsecured funding:	£1,000,000 (TCR) + £1,000,000 ('XYZ' fund)
Funding deficit yet to be identified:	£8,000,000

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 ORGANISATIONAL OVERVIEW

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

This should include general purpose of the respective organisation(s), strategic goals and key stakeholders. The organisational structure and financial position should be briefly summarised, along with the range of all services those organisations currently provide, their service levels and demand.

Note, that the deficiencies with those existing services and the business needs required through the programme intervention(s) are provided in a later section of the strategic case, only once objectives are set. This section should focus on the organisation(s) more generally.

1.2 STRATEGY AND POLICY ALIGNMENT

Explain how the programme supports the WMCA Strategic Planning Framework and other programmes and projects within the strategic portfolio. In addition, comment on how Local, Regional, and National Policy and other organisations' strategies (relevant to the programme) are supported. Attach relevant documents, if applicable.

Explain how the programme supports the existing policies and strategies of the WMCA and how it will assist in achieving the business goals, strategic aims and business plans of the organisation.

This section should set out:

- All relevant international, national, regional, sector and local policies, initiatives and targets, as required, and focus on those which are most relevant to the programme.
- Clear alignment with the Integrated Settlement (IS) Outcomes Framework (where applicable/if funded by IS) and the 10-year outcomes outlined in the forthcoming West Midlands Growth Plan. **These are primary strategic priorities.**
- How proposals have also considered second-order alignment with Mayoral priorities and local place-based strategies, ensuring a comprehensive fit with both regional and local objectives.
- The linkages between the proposed programme and other programmes and projects within WMCA's strategic portfolio. This should include relevant milestones and timescales on the critical path for delivery and where it is intended to contribute to shared outcomes and/or across multiple organisations. **These links are different and should not be confused with the programme dependencies section (1.11)**, where the focus should be elements that are still external to the programme, but which ultimate success of the programme is dependent i.e. external dynamics, such as legislation, strategic decisions and approvals.

The above information may be gleaned from existing documents, including organisational strategies and business plans. These should be briefly summarised (with excerpts) or attached to the business case.

PAA specialists will validate the strategic alignment of each proposal as part of the Assurance & Appraisal activity.

1.3 PROGRAMME OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Outline the objectives of the programme and how they will be measured within the table below. Objectives should focus on the desired outcomes that support the WMCA's Strategic Planning Framework.

Note: ***all programmes should clearly align to WMCA Outcomes and Strategic Planning Frameworks.***

Complete Table 5 to set out the objectives for the programme i.e. the outcomes we are seeking to achieve**.**

The programme objectives should be:

- Aligned with the WMCA Strategic Objectives, to include the Strategic Planning Framework.
- SMART – Specific, Measurable, Achievable, Relevant, and Time-constrained – to facilitate evaluation. The setting of clear, concise and meaningful objectives is an iterative process and will depend upon the nature and focus of the programme.
- 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 programme.

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

- Improve the quality of public services by delivering better social outcomes **(effectiveness)**; for example, by meeting new policy initiatives and operational targets.
- Improve the delivery of public services by the better use of inputs and outputs **(efficiency)**; for example, by improving the throughput of services whilst reducing unit costs.
- Reduce the cost of public services **(economy)**; for example, by spend on innovative technologies
- Meet statutory, regulatory or organisational requirements and accepted best practice **(compliance)**; for example, new health and safety legislation or building standards
- Re-provide services in order to avert service failure **(replacement)**; for example, re-procurement of an existing service or replacement of an asset

Note: *Table 5 below shows various example objectives for different programme areas. The numbers used are also completely illustrative.*

Example Table (5) for Programme Objectives and Alignment to WMCA Aims.

	Objective	***Baseline Outputs / Outcomes (Quantitative)***	***Target Outputs (Quantitative)***	***Target Outcomes (including reference from the agreed WMCA outcomes framework)***	***Target Date***	***Alignment to WMCA Aims and Objectives***
1	*(EXAMPLE)* Increase Level 3 qualification attainment among adults aged 19–35 in Wolverhampton.	28% of adults aged 19–35 currently hold Level 3 (2025 baseline).	1,200 additional residents achieve Level 3.	Improved progression into higher-skilled jobs and increased proportion of residents qualified at Level 3+ ***(IS Outcome 7)***	March 2026	Ensure everyone had the opportunity to benefit.
2	Improve bus reliability on the Coventry corridor.	68% of services arrive within the reliability window (2025 baseline).	Achieve 80% on-time arrivals.	Higher bus punctuality and increased satisfaction with bus journeys ***(IS Outcome 3)***	April 2026	Connect our communities by delivering transport and unlocking housing and regeneration schemes.
3	Unlock developable brownfield land for new homes in Dudley.	0 hectares unlocked (2025 baseline).	8 hectares enabled and serviced for development.	Increased housing capacity and progress toward enabling new home starts ***(IS Outcome 5)***	May 2026	Connect our communities by delivering transport and unlocking housing and regeneration schemes.

1.4 HEALTH AND EQUITY IMPACT ASSESSMENT (HEIA)

Provide details of the HEIA conducted for this programme, including the likely impact on:

- **Protected characteristics**
- **Health inequalities**
- **Place (socio-economic and environment)**

Note: ***A HEIA framework and template has been developed by WMCA to help ensure the likely impact of policy changes (including the development of programmes and projects) is effectively considered. Where external delivery partners have their own templates for conducting this assessment, they do not need to use the WMCA version.***

It is critical that you explain how the programme will contribute to equality. At the WMCA, the Health and Equity Impact Assessment (HEIA) framework or tool is used for this purpose, and its aim is to capture the likely impact on groups of people in terms of:

- **Protected characteristics (Equality and Humans Rights Commission),** as guided by the **Equality Act 2010 (Gov.uk)**
- Health inequalities and outcomes faced, and
- Impacts on place through in terms of socio-economic and environment

When considering likely disability impact(s), please be reminded to follow the, **'social model' of disability (Gov.uk – Disability Knowledge and Research).**

As a public body, WMCA have a mandatory requirement to evidence, "due regard" to the Public Sector Equality Duty (PSED) and completing an equality or equity impact assessment is widely accepted as the best way to provide evidence compliance with the PSED.

The **WMCA Health and Equity Impact Assessment (HEIA) Tool (WMCA Intranet)** can be used by WMCA internal staff, or other equality impact tools available from Local Authorities. If you are external to WMCA and wish to use our HEIA Tool, please email **equalitiesteam@wmca.org.uk**

1.5 INCLUSIVE GROWTH

Explain how this programme will contribute to West Midlands Combined Authority Inclusive Growth fundamentals using the Table 6.

Here you should use this section to explain how the programme will contribute towards the Inclusive Growth (IG) fundamentals within the West Midlands, setting out the to what extent (i.e. the impact) and those actions supporting each fundamental. **More details of the WMCA's Inclusive Growth Framework (WMCA website) can he found here.**

The IG fundamentals, each with their separate missions include:

- Climate and environment
- Inclusive economy
- Power and participation
- Affordable and safe places
- Connected communities
- Education and learning
- Health and wellbeing

Those developing the business case should either use the WMCA tools (link provided in this guidance below), or other similar tools available within Local Authorities to best articulate IG alignment. Please refer to **the Inclusive Growth Toolkit (WMCA website)** for further information and updates.

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. The completed tool provides the programme with a rating between 0-10. The overall ratings are categorised as follows:

- The programme is non-compliant, scoring between 0-2
- Compliant, 2-4
- Aspirational, 4-8
- Transformational, 8-10

If you are external to WMCA and wish to contact the Inclusive Growth Team, please email **inclusivegrowthunit@wmca.org.uk**

1.6 EXISITING ARRANGEMENTS AND BUSINESS NEEDS

Provide a clear Case for Change for this programme. This should include a complete summary of the current service model and 'Business as Usual' (BAU) offer, including any elements of services provided externally, where appropriate.

In addition, state the deficiencies associated with the current provision and the implications if the programme does not proceed.

Provide a brief 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 and the implications if this programme 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'.

1.7 KEY RISKS

Use the Programme Risk Register, and latest assessment of programme risks, to complete the table below. Capture the programme's (top 5) highest rated risks associated with the achievement of its objectives and outcomes, along with the key activity aimed at either managing the cause or mitigating the effects of each risk.

Note: ***The information provided should be an extract from the Risk Register and Issue Log attached with this PBC.***

Use Table 7 to highlight the most significant/highest rated risks associated with the achievement of the programme's outcomes, and the key activity for mitigation and management of said risks. These main risks focus should be around 20% of the total programme risks, and which provide 80% of the total risk values.

These risks should be extracted from the more comprehensive Risk Register appended to the PBC. The Risk Register should follow the standards of the 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 provided in section 5.7 below at '*Risk and Issue Management*'.

Example Table (7) 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 2027

1.8 MAIN BENEFITS

Include the main benefits associated with achievement of the programme objectives/outcomes. These should be aligned with a preliminary Benefits Realisation Plan and Benefits Register (or MEP) appended to this PBC.

Note: ***the approach to benefits identification should focus on the 20% of benefits likely to provide 80% of the programme's benefit value.***

Note: ***outcomes and outputs should not be included in this table. Ensure that the benefits listed here match those included in the Economic Case, including monetizable benefits within the BCR calculations***

Complete Table 8 provided to specify the main benefits of the programme to be delivered by:

- **Benefit** - describe the benefit that will be realised because of the programme
- **Benefit category (type)** - select the type of benefit from a dropdown of the following 3 categories:

    1. Direct public sector benefits (to originating organisation).
    2. Indirect public sector benefits (to other public sector organisations).
    3. Wider benefits to UK society (e.g., households, individuals, businesses).

[1]**Note:** *that 'Wider benefits to UK society' are not typically linked to Cash Releasing Benefits (CRBs) from the 4 Benefit classes (listed below), as per HM Treasury Green Book Supplementary Guidance.*

- **Beneficiary(s**) - expanding on the selected Benefit category (type) selected, detail to whom the benefit will be of value.
- **Benefit class** - should be selected from a dropdown, indicating how the benefit is to be measured from the following 4 choices:

    1. ***Cash releasing benefits[1](CRB):*** directly reduces expenditure or generates actual cash savings for the organisation or wider system (e.g. reductions in operating cost, increase in revenue,
    2. ***Monetisable non-cash releasing benefits (non-CRB):*** can be expressed in monetary terms and add measurable social value, but do not result in actual cash savings or spend reductions (e.g. efficiency gains, productivity improvements, avoided costs, staff time savings, reduced travel time, energy efficiency gains).
    3. ***Quantifiable but not readily monetisable benefits (QB):*** can be measured in numbers or units, but cannot easily be converted into a monetary value because there is no clear market price for the improvement or the link to financial impact is indirect

or uncertain (e.g. improved social outcomes, improved staff retention, customer satisfaction, reduced waiting times, improved throughput, higher compliance rates).

4. ***Qualitative but not readily quantifiable benefits (Qual):*** are descriptive and subjective rather than numerical and represent improvements in areas which are important but hard to measure or express in numbers (e.g. improved staff morale or job satisfaction, greater public confidence in the service, improved user experience).

- **Value or Size** - this should detail the value where the benefit is quantifiable, or the size of the benefit where it is qualitative. Where the benefit is qualitative, the size (order of magnitude) can also be indicated as either small, medium or large.

Note: *Table 8 shows various example benefits for different programme areas. The numbers used are also completely illustrative.*

Example Table (8) for Main Benefits:

#	Benefit	Benefit category (type)	Beneficiary(s)	Benefit class	Value (if quantifiable) OR Size (is qualitative)
1	Reduction of Co2 in Dudley City Centre.	Wider benefits to UK society	General public (in particular those who live and/or work within Dudley City Centre)	QB: Quantifiable but not readily monetisable	Estimated 150 tonnes Co2 equivalent reduction per year.
2	Energy-efficiency upgrades to low-income households in Walsall.	Wider benefits to UK society	Low-income households facing high energy costs	Non-CRB: Monetisable non-cash releasing	Estimated £4.8m lifetime bill savings (2025–2069).
3	Improved pedestrian and cyclist experience along the Birmingham active travel corridor.	Wider benefits to UK society	Local residents, commuters, school pupils, active travel users	Qual: Qualitative but not readily quantifiable	Significant improvement in perceived safety and comfort along a 4.2km corridor, benefiting an estimated 2,500 daily walking/cycling users.

1.9 LOGIC MODEL

Provide the programme Logic Model and summarise your engagement with the relevant WMCA Monitoring & Evaluation Team in its development.

Note: ***For CRSTS/TCR funded schemes, please contact*** Transport.Evaluation@tfwm.org.uk

WMCA corporate M&E team CorporateMonitoringEvaluation@wmca.org.uk

A completed Logic Model is required upon submission of a PBC. A Logic Model is a visual representation outlining the relationships between a programme's resources, activities, and intended effects, helping to clarify the rationale for the investment. It is a key tool for ensuring transparency, strategic alignment, and enabling effective performance monitoring and evaluation.

Monitoring & Evaluation Analysts within the Performance Team will assist in the development and completion of the M&E template and Logic Model required for all SAF programmes and projects.

1.10 CONSTRAINTS

Specify any constraints that have been placed on the programme.
Note: ***Any risks arising from the constraints identified in this section should be included in the Risk Register, alongside any mitigating actions.***

Detail any constraints that have been placed on the programme 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 programme has little or no control. These can include policy decisions, ethical and legal considerations, rules and regulations, and timescales within which the programme must be delivered. Affordability constraints may include agreed limits on capital and revenue spend.

Constraints on the programme need to be managed from the outset, since they will constrain the options that can be considered for delivery.

1.11 DEPENDENCIES

Specify any dependencies outside the scope of the programme upon which the success of the programme is dependent.
Note: ***Any risks arising from the dependencies identified in this section should be included in the Risk Register, alongside any mitigating actions.***

Detail any dependencies outside the scope of the programme upon which the ultimate success of the programme 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 programme but are still within the perimeters of the organisation's programme and project management environment, and most likely linked to the scope of another programme or project within the strategic portfolio.
- **External dependencies outside the programme environment:** These are the dependencies that extend beyond the boundaries of all the programmes into other parts of the organisation or even other organisations. These dependencies are outside the control of the programme 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.

Note: *Where the proposal is a Transport based with total costs of £10m or more, the Whole Life Carbon Assessment (WLCA) is to be prepared in conjunction with this business case and submitted as a mandatory appendix.*

2.1 CRITICAL SUCCESS FACTORS (CSFs)

List the Critical Success Factors (CSFs) associated with this programme i.e., what must this programme achieve to be successful?

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

A table of five basic CSFs that apply to all proposals, is given in Table 9 below. At most the number should not exceed seven.

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

Complete Table 9 with the following:

- CSFs are those attributes or features the Preferred Option must have that if not met, would mean the programme would not be 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. Refer to current **HM Treasury guidance (The Green Book: UK Government guidance on appraisal - Gov.uk)**
- An optional, 'nice to have' or non-critical output or outcome should not be listed as a CSF.
- CSFs are not the same as outputs, objectives or outcomes, which should still be defined separately.
- When considering programme CSFs, a starting point in order to ensure a broad range of attributes essential for delivery are identified, consider the following themes: Strategic Fit and Business Need, Value for Money, Supplier Capacity and Capability, Affordability (example #4 below), and Achievability.
- Where there are known component projects which will come under the programme, and which will contribute to the achievement of programme CSFs, they should also be shown.

Example Table (9) for CSFs:

#	***Critical Success Factor (CSF)***
4	**Financial:** Deliver within available TCR funding envelope and the deadline for permissible spend under terms and conditions (by X MONTH/YEAR).

2.2 LONG-LIST OF OPTIONS

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

Note: Some of *the long-list of options detailed in Table 10 should also feature the short-listed options taken forward.*

Use Table 10 to present the following:

- 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 programme 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 programme objectives and CSFs.
- One possible way of producing a long-list is to consider a range of criteria (e.g. scope, delivery method, finance route, timing etc) and consider a BAU, minimum, central and maximum solution for each criterion. This will give a 'matrix' of options from which a long-list can be chosen.
- **Note** that 'BAU' (unlike other options) must always carry forward[2] to the short-list, even if it doesn't meet CSFs and objectives in full. It is a Value for Money (VfM) benchmark for all other options. It is also the reason why a 'Do Minimum' option is included later in the economic appraisal, providing an option that does meet all essential requirements but goes no further in generating economic benefit.
- The Guide to developing the programme business case (Gov.uk) provides more details of how to apply this method.

Note: *Table 10 shows various example long-list options for a hypothetical active travel scheme.*

Example Table (10) for long-list SWOT Analysis:

#	*Option Description*	*Advantages (Benefits)*	*Disadvantages (Disbenefits)*	*Meets Objectives and CSFs?*	*Option short-listed?*
1	BAU	No changes needed	Doesn't meet growth plans	Partially	Yes[2]
2	Corridor-wide standard upgrade	• Improves safety and user experience • reasonable costs and deliverable	• Limited junction redesign may constrain mode-shift impact • Requires coordination with local highways teams	Yes	Yes

#	*Option Description*	*Advantages (Benefits)*	*Disadvantages (Disbenefits)*	*Meets Objectives and CSFs?*	*Option short-listed?*
3	Full segregated cycle and pedestrian option	• Highest safety improvements • Strongest potential for long-term modal shift • Highly aligned to Net Zero and health outcomes	• Very high cost (likely unaffordable) • Requires land acquisition and long delivery times • Significant disruption during construction	No – fails affordability and achievability CSFs.	No
4	Technology only enhancement	• Low cost • Quick deployment • Provides useful data for future planning of active travel schemes	• Does not address physical safety barriers • Minimal impact on walking/cycling rates • Fails core programme objectives	No – fails strategic fit and business needs CSF.	No

2.3 SHORT-LISTED OPTIONS

Describe how proposals for delivering the programme objectives (via projects) have been short-listed. State the Preferred Option which will progress through to the development of future project business case stages.

Explain how the short-list was developed from the long-list of options. The short-list should consist of around four options and once appraised, summarised in the Appraisal Summary Table (AST) represented in Table 11.

The short-listed options should include a Business as Usual (BAU), a Do Minimum option (acting as a benchmark for VfM), a Preferred Way Forward and one of more viable option(s), for example a more ambitious/less ambitious option. Further columns can be added to Table 11, present additional options considered in the short-list.

Any option in the long-list that did not meet the CSFs should not be considered in the short-list (excluding BAU).

The response to this section should clearly demonstrate the process used to select the short-listed options and explain how the Preferred Option was ultimately selected.

Once the AST is fully completed with benefit and costs information, the Preferred Way Forward carried forward from the long-listing exercise, is then verified as the Preferred Option.

2.3.1 COMPLETING THE APPRAISAL SUMMARY TABLE (AST)

Detail the calculation of Present Value of Benefits (PVB), Present Value of Costs (PVC) and Net Present Social Value (NPSV) [NPSV = PVB – PVC; BCR = PVB/PVC] for the short-listed options. This should also include significant impacts that cannot be quantified or included in the NPSV calculation and indicate how the Preferred Option offers the greatest Value for Money.

The following is a step-by-step guide to calculating NPSV, following the process set out in the HM Treasury Green Book. It is not possible to provide values or working calculations as each programme is different

Social cost-benefit analysis (CBA)

Firstly, ensure that Social Cost Benefit Analysis (CBA) is the appropriate method of analysis to appraise your programme. It is the most typical way and appropriate for most programme, but some projects may be more effectively appraised via Social Cost Effectiveness Analysis (CEA). CBA is the recommended approach for detailed comparison of the shortlist.

Refer to the **HM Treasury Green Book and supplementary guidance (Gov.uk) for more information.**

Where the main social benefits of a programme are unmonetisable, CEA *may* be appropriate, where different options involve various means of delivering the same output. It involves using only the social costs to be measured and estimated in monetary terms.

Chapter 6 of the HM Treasury Green Book (2026) can be referred to for more details of identifying a method of analysis and social benefit/cost classification.

1. Choose the method of analysis for appraisal (CBA or CEA)

2. **Assuming CBA**, Identify your social benefits (further examples provided in table 6 of the HM Treasury Green Book).

The starting point should be the benefits listed in your business case. However, note that HM Treasury Green Book supplementary guidance and Government departmental/sector-specific guidance (linked below) may list other benefits for consideration.

2. Calculate to what extent the benefits apply to your programme.

3. Consider whether the social benefits can be monetised or not.

A decision tree for helping to classify the social benefits (and costs) can be found at figure 6 of the HM Treasury Green Book.

4. Identify appropriate social values for the monetisable benefits - see departmental/sector specific guidance for more information.

5. Approximate the benefits likely attributable to the programme in the years they occur (including ongoing benefits where appropriate). Do so for a reasonable programme life (e.g. 60 years for infrastructure, contract length for a service, or a life expectancy for community facilities).

6. Discount the benefit stream to your base year (the present year or other year specified by sector specific guidance) - this gives the Present Value of Social Benefits (PVB).

7. Calculate your estimated programme costs for the life of the project (include capital, revenue and maintenance costs).

8. Remove any inflation in project costs to bring all costs to the same base year used for benefit calculations.

9. Discount the costs to your base year - this gives the Present Value of Social Costs (public sector).

10. Net Present Social Value (NPSV) is Present Value of Social Benefits - Present Value of Social Costs (public sector).

11. Benefit Cost Ratio (BCR) is Present Value of Social Benefits / Present Value of Social Costs.

12. Return on Public Sector Costs (RPSC), is the Present Value of Social Benefits - Present Value Social Costs (not borne by the public sector) / Present Value Social Costs (public sector). Note that PVC (non-public) should also be converted into real and present value terms, as per point 9.

Gross Value Added (GVA) and Gross Domestic Product (GDP)

It is important to note that GVA and GDP should not be included in the BCR, as most programmes or projects do not produce interventions of the size and scale to significantly impact regional or national economies.

Departmental/Sector Specific Guidance (not exhaustive):

Environmental: Green Book supplementary guidance – The rules for valuing energy usage and greenhouse gas emissions (Gov.uk)

Transport: Green Book supplementary guidance – Transport Analysis Guidance (TAG), the role of transport modelling and appraisal (Gov.uk)

Ministry for Housing, Communities and Local Government (MHCLG) – Default assumptions, theoretical frameworks and metrics (Gov.uk)

2.4 VALUE FOR MONEY

Provide your rationale for choosing the Preferred Option, based upon your options analysis and appraisal above.

Note: ***PVB, PVC, NPSV, BCR and VfM calculations for each option should be provided and attached as a mandatory appendix to this business case (Appendix E).***

This narrative should explain the findings of the short-list appraisal presented in the above Table 11. It should make a judgement as to the Preferred Option, factoring in the BCR and other elements such as risk, in identifying the best social value for programme delivery.

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(s) between the public sector and its service providers.

3.1 OVERVIEW OF COMMERCIAL CASE IN SUPPORT OF THE 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.

- 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 the output, service or works required.
- Demonstrate input from procurement and legal team during the initial stages of programme development, this includes any implications on HR and/or IT.

3.2 OVERVIEW OF THE COMMERCIAL STRATEGY

References the organisation's Commercial Strategy and how public value will be achieved through economies of scale.

Discuss how the programme will utilise the organisations current Commercial Strategy throughout development and how economies of scale will be achieved in a bid to provide public value.

At programme level, there should be consideration as to what the most likely procurement methods may be for component projects (and other key activities), and whether a single organisation should be acting as the single procurement entity, or more collaborative approaches are more appropriate to improve social value.

3.3 SUBSIDY CONTROL

A summary of the findings from a Subsidy Control Assessment should be included here - if applicable at this stage.

A consideration as to whether a subsidy is being made and the implications of that subsidy, is included within a Subsidy Control Assessment for the programme.

The programme will set out the payment mechanisms for goods and/or services as part any contracts necessary to deliver the Preferred Option set out in the Economic Case. In some, cases, the programme may need to make a payment which could considered a subsidy under the Subsidy Control Act 2022. Public authorities must consider the 7 principles of Subsidy Control before making a binding commitment to provide a subsidy.

In some cases, the Subsidy Control Assessment may determine it is possible to make payments under the flexibilities of Minimal Financial Assistance (MFA). Where this is the case, this should be explicitly stated in the business case, with supporting statements from the respective Legal representatives of the organisation promoting the business case.

Further guidance on Subsidy Control rules can be found on **(Subsidy Control rules: quick guide to key requirements for public authorities - GOV.UK)**

4 - FINANCIAL CASE

The purpose of the financial dimension of the business case is to ensure the programme is affordable and is fundable over time. This section should be completed by the Programme Lead and reviewed by the Finance Business Partner/Lead and Accounting personnel.

All figures need to be **unrounded** and there should be full alignment with the Financial Summary provided in Table 4.

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 £250,000 for this PBC to fund further development works or production of early-stage project business cases, what are applicable line items of expenditure.
- Inclusion of financial contingency and the percentage (%) of the total ask, which that contingency applies to 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 programme.
- Please speak to your Finance Business Partner/Lead if you need further support.

4.1 TOTAL PROGRAMME ESTIMATED EXPENDITURE

Provide a list of projects and estimated gross expenditure for the programme (where applicable/known.

The table should be completed to provide a breakdown of programme expenditure including expenditure incurred to date and future expenditure yet to be incurred (where applicable/known).

This should set out capital/revenue allocations for the component projects under the programme, but also distinct programme management costs and monitoring and evaluation separately. The percentage (%) of each expenditure item should be provided in the final column of Table 12.

Please speak to your Finance Business Partner / Lead if you need clarity on the finance section

4.2 CAPITAL FUNDING AND REVENUE FUNDING STATEMENT

Explain the status of the funding and any issues, conditions, constraints or risks relevant to any of the funding sources underpinning the programme. Where any funding proposed is "TBC" or "Unidentified this should include narrative explaining the work being undertaken to address this.

Where applicable, provide a reference to appendices which contain evidence demonstrating the status of funding stated in Table 13.

Complete Table 13 as appropriate and include where funding is needed to develop individual project business cases. Include any remaining funding gap, where applicable.

Note: *Where funding is being requested to develop individual projects, the Terms and Conditions of the funding source should be checked to ensure they allow this.*

Note: ***All secured funding identified below should be verified by a written confirmation (Mandatory Appendix F), with details of any conditions.***

Note: Any funding requested via this PBC is considered 'unsecured' until approval of any associated Project Business Case (as appropriate for the project).

Further guidance to help with the completion of this section, including definitions of Capital and Revenue is set out below.

Local Authority Projects

All expenditure incurred by a Local Authority is classified either as capital or revenue, based upon applicable accounting standards and the routes to qualification as capital.

The three routes by which expenditure may qualify as capital in England and Wales are:

1. Spending which meets the recognition criteria specified under 'proper accounting practices' *(creates a non-current asset)*;
2. Spending which meets a definition specified in regulations made under the Local Government Act 2003 *(does not create a non-current asset)*;
3. The Secretary of State makes a direction that the spending can be treated as capital expenditure *(does not create a non-current asset)*

The distinction between capital and revenue is important from an accounting perspective, because capital expenditure does not have to be financed by a direct charge to the Comprehensive Income and Expenditure Statement in the year it was incurred.

The CIPFA Prudential Code and Local Government borrowing regulations stipulate that local authorities are allowed to borrow to fund capital expenditure, but not to fund revenue expenditure.

The CIPFA Guide to Capital Accounting states that ordinarily costs incurred in pursuance of the Preferred Option can typically be classified as capital.

Some further definitions to help with the completion of Tables 12-14:

- **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, and revenues generated.

4.3 BORROWING SUMMARY

State if any element of the programme costs are to be financed by borrowing. (Yes/No).

If Yes, complete Table 15 and provide an explanation of the borrowing required.

If any proportion of programme costs are dependent upon borrowing, this question is applicable, and the section must be completed in full.

If the programme is dependent upon borrowing, using the guidance notes provided within the Table 15, to demonstrate the receipt of funding from other parties whereby there is an agreement that the funds will be repaid.

4.4 CASHFLOW

Summarise (where applicable) any material cashflow challenges the programme is likely to face.

Where there are material challenges, provide a cashflow summary statement and incorporate any cashflow risks (with mitigating actions) within the programme Risk Register.

Timing differences in cashflow may occur in certain situations such as utility diversions required to facilitate delivery activity, where payment needs to be made typically upfront in advance of other works.

Where there are differences between expenditure and cash outflows, or funding being applied and cash inflows, the summary statement should articulate how this is to be managed and the risks associated.

4.5 AFFORDABILITY & DUE DILIGENCE

Provide a summary of any financial due diligence that has been completed regarding the financial position of all major organisations involved in the delivery of the programme.

Where risks exist regarding the financial security of the programme, arising from this due diligence activity, include these in the programme Risk Register with appropriate mitigating actions.

The Programme Lead should clearly explain the financial position of all major organisations involved in the delivery of the programme, including financial due diligence undertaken, ensuring all key entities are sufficiently financially secure to deliver if funding is approved (i.e. validating affordability)

Further explanation of any revenue-based expenditure associated with the programme, but which is not included at Tables 12 and 13 should be provided. For example, ongoing annual maintenance expenditure for the useful life of an asset. For whom and when these costs are liable should be clearly stated.

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** - Detail the process for managing, tracking and approving changes to time, cost, quality and scope. This must include compliance with the WMCA Change Control process alongside any directorate, organisational or funder change control requirements. Note that any funder change control requirements do not replace/supersede the WMCA Change Control process defined in the SAF.
- **Benefits realisation arrangements** and plans, including 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. **As part of the programme level arrangements**, there should also be a process for assigning responsibility for actual realisation, at key phases (or tranches) of the programme i.e. milestone or the delivery of component projects under the programme.
- **Contract management arrangements** - Detail the arrangements in place to manage the agreed contracts over the 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 programme evaluation. These arrangements should be included in the programme schedule with the individuals responsible for their delivery.

5.2 PROGRAMME SCHEDULE FOR DELIVERY

List key programme milestones below including start and end dates. The information provided should align with, and is a summary of, the Programme Schedule, which must be appended to this PBC.

Include dates for future business case submissions (i.e. component projects) and a longstop date by which all monies for this programme will be drawn.

Use Table 16 to set out the key programme milestones including (but not limited to) dates for future business case submissions, component projects under the programme, and a longstop date by which all monies need to be drawn by.

Note, the detail provided should fully align to the programme Schedule appended to this PBC.

5.3 PROGRAMME TEAM ORGANOGRAM

Insert a programme Organogram which includes the staff who will work full-time, part-time and fixed term on this programme. The programme Sponsor and programme Senior Responsible Owner (SRO) should be appointed and identified in the organogram.

Insert a programme Organogram that includes all key stakeholders and their reporting lines. This should identify the staff that will be working full-time, part-time and fixed term on this programme.

5.4 PROGRAMME DELIVERY ROLES AND RESPONSIBILITES

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

Use Table 17 to classify the key role and tasks leading up to the next business case submissions and the programme lifecycle tasks. Additional key tasks and roles can be added to the table as necessary.

Where there is a more complex matrix available to the programme this can be appended to the business case submission, but a statement should be included under Table 17 drawing attention to this. The contents of any appendix must still be summarised within the table provided.

The 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 subject matter expertise/advice is required by the programme team. Include both internal resources (e.g. key enabling services and Business Partners within Legal, Finance and Procurement teams) and external resources (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 programmes.

The requirement for special advisers usually falls into four key categories in the programme plan: Financial, Legal, Technical, and programme/Project Management.

The business case 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 CHANGE AND CONTRACT MANAGEMENT ARRANGEMENTS

Detail how supplier contracts, at a programme and Project level will be monitored and managed to ensure the WMCA Change Control Process is effectively implemented. Include detail of how exceptions to acceptable tolerances in performance will be applied.

The following arrangements need to be explained:

- **Change management arrangements (inc. reference to WMCA Change Process)** - detail the process for managing, tracking and approving changes to time, cost, quality and scope. This section should align with the Change Strategy appended to the PBC.
- **Contract management arrangements** - detail the arrangements in place to manage the agreed contracts over the duration. This should include detail on both the service provider's and procuring authority's respective roles and responsibilities in relation to the agreed Deal.

The above requirements are to manage change at a local level to satisfy internal governance arrangements, any change requests submitted will be subject to the WMCA Change Control Process.

There is an interactive course available on the WMCA Learning Pool titled 'Approvals and Change Control' for more information.

5.7 RISK AND ISSUE MANAGEMENT

Detail how risk management will be implemented across the programme, including the relevant roles and responsibilities that are assigned for managing this activity.

This should include detail regarding how programme risks are identified, reviewed and reported, including responsibility for undertaking this activity.

The mechanism for escalating programme risks should also be included within this section, including when issues materialise from known risks.

Risk is the possibility of something occurring that could adversely impact the success of the programme. 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 programme 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 Government.

All the information necessary to understand how Risk Management works at the WMCA can be found in the **WMCA Risk Management Framework (WMCA Intranet).**

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 programme it is important that the roles and responsibilities for Risk Management are understood. In particular the programme should consider responses to the following:

- Who owns each risk and is thereby responsible for the risk?
- Who are the action owners; 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 outside the programme environment, the Executive Director / Operational risk register?
- What happens if there is evidence of far wider risks? How is awareness escalated higher, including 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**

5.8 INSURANCE IMPLICATIONS

Are there any insurance implications/exposures arising from this programme?

Where this is answered 'Yes' those implications should be clearly set out.

In any instance where you are considering activity that falls outside of that which could currently be considered normal activity for the WMCA, or where you are procuring new property or other assets, you must contact the WMCA Insurance Team.

If you have any doubts as to whether the activity you are proposing is covered by existing insurance or for additional insurance guidance and support, please contact the WMCA Insurance team: **insuranceteam@wmca.org.uk**

For external programme leads external to the WMCA

Clarify whether insurance implications are fully covered under existing arrangements or whether WMCA has any insurable interest

5.9 PROGRAMME ASSURANCE

Set out the arrangements for programme assurance, including the use of Cabinet Office Gateway Reviews. Other sources of assurance should be considered including technical, quality, security etc.

Specify the probable timescales for undertaking programme implementation and post evaluation reviews.

Note: ***There is no requirement to add detail of the Single Assurance Framework (SAF) process specifically.***

Detail the programme 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 programme team.
- External and internal audit/Government reviews - planned audits that may be a requirement of the funder/s.
- Post evaluation and implementation reviews.

5.10 CONTINGENCY ARRANGEMENTS

Detail the programme 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 programme, 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 programme or service failure.

5.11 LESSONS LEARNT

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing and implementing improvements following Lessons Learnt activity during the programme's lifecycle.

Note: ***This activity should include the use of a Lessons Learnt Log and planned Lessons Learnt Workshops.***

For Example:

- Programme name: *West Midlands 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 programme lifecycle to improve *project* delivery and future programme delivery. This will include the use of a Lessons Learnt Log also known as a PM or Daily Log and planned Lessons Learnt Workshops.

Best practice states that lessons learnt workshops should be conducted throughout the Programme and not just at closure. For example, at the end of a *project* Phase, Stage Gate, or Key Milestone, as well as at programme closure.

For additional M&E guidance, support and templates please contact the M&E team: CorporateMonitoringEvaluation@wmca.org.uk. For **CRSTS/TCR** funded schemes, please contact Transport.Evaluation@tfwm.org.uk

5.12 MONITORING AND EVALUATION

Summarise Monitoring and Evaluation arrangements for the programme including milestones leading to evaluation. This should include the completion of component project business cases.

In order to complete this section in full, provide responses to the following questions:

Approach and resourcing M&E activities

- Will this programme be evaluated?
- Do you have the final costs for the budget & resources required for both monitoring and evaluation? (Note, this should align to the Financial Case. Further guidance is also available in The Magenta Book).
- How does previous lessons learnt / M&E learning inform this programme? See section 5.11 above.
- Explain how performance will be measured? – including indicator/metrics and baseline data
- Have you Identified your monitoring resource needs for when the component project(s) under the programme move into delivery? / i.e., who will be responsible for M&E data collection, assessment, and quality control with delivery partners, etc?
- Is that capacity available within the organisation? If not, do you have a timeline for recruiting & setting up this resource?
- Are there any M&E requirements as part of the funding conditions? If so, these requirements should be stated.
- Do you have an M&E template in place, or will the funder be providing an M&E template for monitoring purposes? If not, please refer to the WMCA M&E template for guidance (linked below)

Scope of M&E activities

- Are the outputs, outcomes and impacts clear and realistic based on the inputs, activities, nature of delivery and delivery timeframe?
- Is there logic model in place and has this been informed by colleagues and stakeholders?
- Have assumptions been identified and are they realistic?
- What are the main evaluation objectives of the programme?
- Have you identified the evaluation questions you want to answer? Can these be answered through an impact evaluation?
- Are the data collection needs and data sources clear for evaluating progress and outcomes?
- Have you Identified your preferred Evaluation experts? – (for both Process & Impact Evaluation).
- Do you have an engagement strategy for disseminating M&E data and reporting amongst internal & external stakeholders, and have they been identified?
- How will any risks that may occur throughout the evaluation process be documented?

Further steer is set out on the **Performance Team Intranet Page (WMCA Intranet).**

For additional M&E guidance, support and templates please contact the M&E team: CorporateMonitoringEvaluation@wmca.org.uk. For **CRSTS/TCR** funded schemes, please contact Transport.Evaluation@tfwm.org.uk

6 - MANDATORY APPENDICES

This section will provide guidance on each of the mandatory appendices required at PBC stage. There is a checklist for these appendices in Table 3 of the business case template.

6.1 HEALTH AND EQUITY IMPACT ASSESSMENT (HEIA)

This appendix may include the full outturn/report which considers the programme's HEIA. This is what underpins the summary provided in section 1.4 of the business case.

6.2 RISK REGISTER AND ISSUE LOG

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

A standard **WMCA Risk Register template (WMCA Intranet)** is available for use.

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., Prog. X 003, etc
Date Risk Raised	Date risk was first raised to the risk register
Raised by	This is the programme 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 / programme 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 programme 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 LOGIC MODEL (MAY BE CONTAINED WITHIN MEP)

A completed logic model is required upon submission of a PBC. A logic model is a visual representation that outlines the relationships between a programme's resources, activities, and intended effects.

Monitoring & Evaluation Analysts within the Performance Team will assist in the development and completion of the M&E template and logic model required for all SAF programmes and projects.

For additional M&E guidance, support and templates please contact the M&E team: CorporateMonitoringEvaluation@wmca.org.uk.

For **CRSTS/TCR** funded schemes, please contact **Transport.Evaluation@tfwm.org.uk.**

6.4 BENEFITS REGISTER (MAY BE CONTAINED WITHIN THE 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.

6.5 NPSV/BCR/RPSC/VFM CALCULATIONS

To allow the ratification of calculations within the Economic dimension of the business case, authors should include details of all economic calculations (in full form) through the appendix. This is typically in the form of a workbook, which provides details of Net Present Social Value (NSPV) calculations, the assumptions and rationale for benefit quantification (with sources/relevant case study detail), discounting techniques and appraisal periods; all which are used to inform Benefits Cost Ratio (BCR) calculations when factored alongside cost detail. RPSC calculations are valuable as a summary metric because it is helpful to compare different options on the basis of how effectively they optimise social value *relative* to their costs to the public sector. RPSC requires an understanding of costs not borne by the public sector to deliver a particular option. These are then used alongside Present Value Costs (to the public sector) to calculate RPSC.

6.6 WRITTEN CONFIRMATION(S) OF CONFIRMED FUNDING

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

6.7 PROGRAMME SCHEDULE

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

A programme 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 programme progress.

6.8 RISK MANAGEMENT STRATEGY

A Risk Management Strategy is a plan to deal with uncertainties that could affect your goals or operations. Strategies for the proactive and effective management of risk involve:

An Outline Risk Management Strategy should include the following elements:

- A demonstration of processes in place to monitor risks, and access to reliable, up-to-date information about risk.
- The right balance of control to mitigate against the adverse consequences of the risks if they should materialise.
- Decision-making processes supported by a framework for risk analysis and evaluation.

7. BENEFITS REALISATION PLAN

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

A benefit is the measure of an outcome of the programme or project, that is seen as a positive change by one or more stakeholders.

It must, by definition, be achievable and approved by key stakeholders. Benefits are not deliverables (outputs) e.g., a computer system, housing unit 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 delivery.

For further information please access **Government Guidance on benefit measurement (Gov.uk)**.

6.10 MONITORING & EVALUATION PLAN (MEP)

Schemes funded by the WMCA are required to have a Monitoring and Evaluation Plan as part of business case development. The aim is to embed evaluation at scheme design stage to ensure clarity from the outset about how we expect interventions to work to achieve their objectives, and how we intended to measure outcomes and impacts that stem from delivered schemes.

The Outputs, Outcomes and Impacts from the Monitoring and Evaluation plans will be used to assess the effectiveness of the public investment, and the extent to which schemes are contributing to the overall objectives of the WMCA. Insights and learning intelligence from evaluation will be fed back into policy and strategy in order to inform the design, development and delivery of future schemes.

For additional M&E guidance, support and templates please contact the M&E team: **CorporateMonitoringEvaluation@wmca.org.uk**. For **CRSTS/TCR** funded schemes, please contact **Transport.Evaluation@tfwm.org.uk**

6.11 STAKEHOLDER AND COMMUNICATIONS STRATEGY

A stakeholder and communications strategy documents involvement and influence of a programme's stakeholders. It also outlines how the programme plans to communicate with stakeholders.

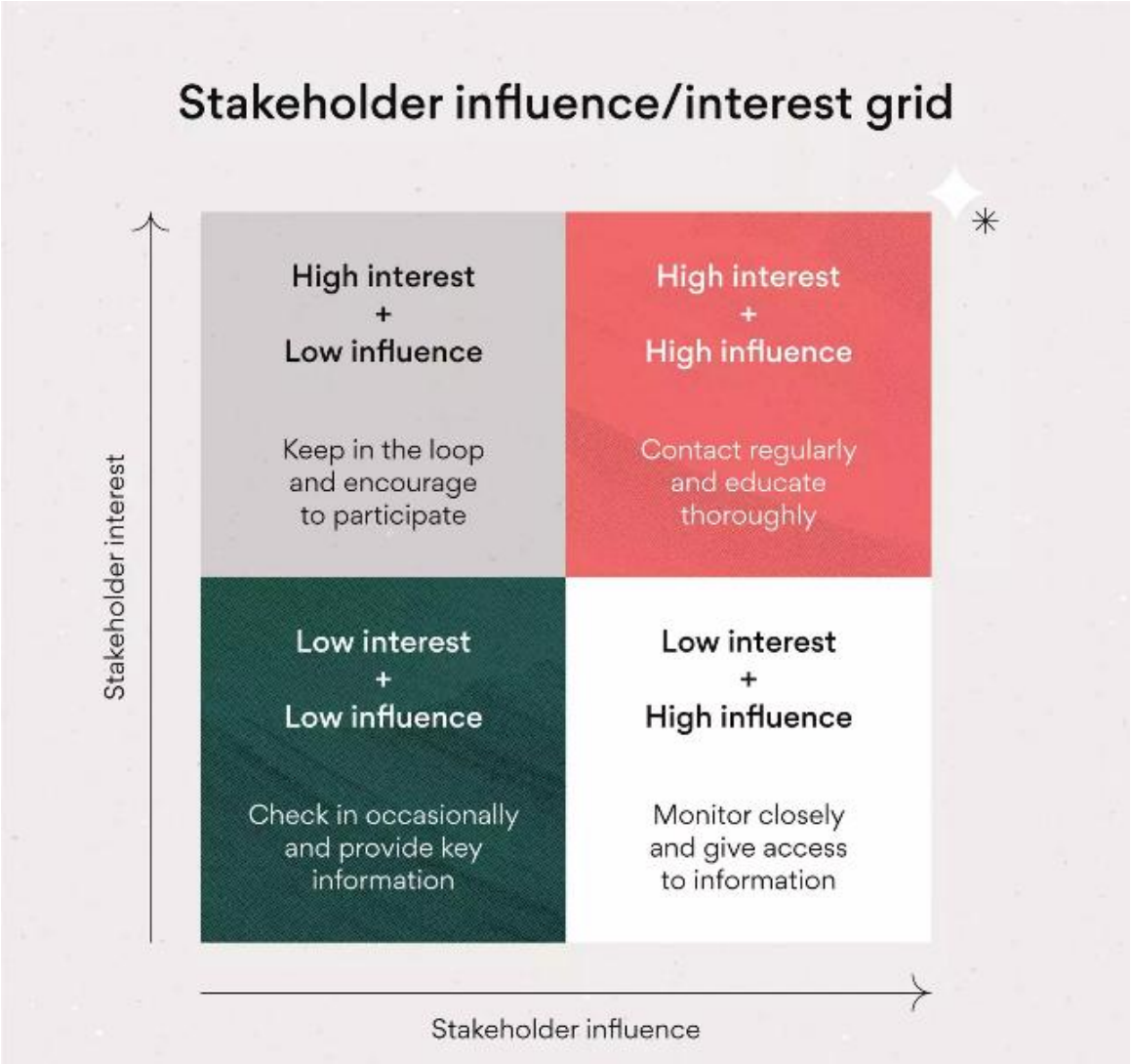
Stakeholders can either be individuals from within your team or external parties that are impacted by your work.

- Internal stakeholders may include project/programme 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 Influence-Interest Matrix:



6.12 TRANSPORT ADDITIONAL APPENDIX

This is appendix provides further technical details for transport specific programmes and projects. Its purpose is to provide additional context and evidence, through the completion of a 'checklist' matrix. It is aligned to the Transport Analysis Group (TAG) guidance for developing business cases across the five-case model.

A copy of the WMCA Transport Additional Appendix (WMCA Website) can be found here.

6.13 WHOLE LIFE CARBON ASSESSMENT (WLCA)

The Whole Life Carbon Assessment is a mandatory appendix required for business case submissions for **Transport Schemes with total costs of £10m or over**.

Its purpose is to demonstrate how the proposed programme contributes to the WMCA's statutory commitment to achieve net zero carbon emissions by 2041 and to ensure that carbon impacts are considered, quantified, and mitigated from the earliest stage of programme development.

The WLCA must assess the full lifecycle carbon implications of the project, covering:

- **Embodied carbon** - Materials, transport, construction activities.
- **Operational carbon** - In-use energy consumption and transport impacts.
- **End-of-life carbon** - Disposal, deconstruction, waste.
- **Carbon benefits** - Sequestration, modal shift, avoided emissions.

The assessment should also include:

- A **Carbon Compatibility Review**, evaluating how the programme supports decarbonisation across transport, buildings, energy use, and the natural environment.
- Where quantified data is unavailable at early stages, a **qualitative assessment** should be provided, alongside a clear plan for when full quantification will be completed.
- A **Carbon Management and Mitigation Plan**, setting out proposed low-carbon design, procurement, construction, and operational measures, with defined responsibilities and implementation stages.
- A **Whole Life Carbon Quantification table**, using estimates where necessary, and detailing methodology and key assumptions.

A copy of the WMCA Whole Life Carbon Assessment Mandatory Appendix (WMCA Website) can be found here.

7 - FURTHER READING AND RESOURCES

7.1 PUBLIC

Business Case Guidance for projects and programmes (Gov.uk) - HM Treasury guidance on how to develop business cases for projects and programmes.

The Green Book (Gov.uk) - HM Treasury guidance on appraisal.

The Teal Book (Gov.uk – Government Project Delivery) – Guidance to enable the direction and management of portfolios, programmes and projects.

Magenta Book (Gov.uk) - HM Treasury guidance on what to consider when designing an evaluation.

The Orange Book (Gov.uk) – UK Government guidance on principles and concepts, for the management of risk.

Managing Public Money (Gov.uk) - This publication offers guidance on how to handle public funds.

The AQuA Book (Gov.uk) - Guidance for producing quality analysis for Government.

7.2 WMCA ONLY

The links below are accessed via WMCA intranet 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 & Evaluation and Lessons Learnt guidance, facilitation and templates.

Risk Management - Risk register template and WMCA Strategic Risk Framework.

End of Document