



ABSTRACT

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

Programme Assurance and Appraisal

VERSION CONTROL SHEET

Version No.	Date	Author(s)	Changes
V1.0	March 2023	Programme Assurance & Appraisal	First Launch of Project Case Guidance
V1.1	September 2023	Programme Assurance & Appraisal	Update in line with Business Case template update
V2.0	October 2023	Programme Assurance & Appraisal	Planned yearly update including but not limited to; addition of Inclusive Growth and Equalities Section, more detailed guidance on Risk Management and Monitoring and Evaluation
V2.1	February 2024	Programme Assurance & Appraisal	Update to stakeholder information and improved guidance on Inclusive Growth and Equalities Section
V3.0	October 2024	Programme Assurance & Appraisal	Enhanced stakeholder information, improved formatting across documents and governance Board Report requirement added to appendices
V3.01	January 2025	Programme Assurance & Appraisal	Amended links to external resources and guidance (Inclusive Growth), following stakeholder feedback.
V4.0	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	March 2023	Programme Assurance & Appraisal	Task and Finish Group Activity
V2.0	October 2023	Programme Assurance & Appraisal	Programme Appraisal
V2.1	February 2024	Programme Assurance & Appraisal	Programme Appraisal & Centre of Excellence
V3.0	October 2024	Programme Assurance & Appraisal	Programme Assurance and Appraisal Working Group
V3.01	January 2025	Programme Assurance & Appraisal	Programme Assurance and Appraisal Working Group
V4.0	December 2025	Programme Assurance & Appraisal	Programme Assurance, Appraisal, Centre of Excellence – Business Case Update Working Group

RELATED DOCUMENTS

Reference	Related Documents
WMCA SAF TP021	Project 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 Project 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 project, and provides the basis for management, monitoring and evaluation during and after implementation.

This guidance document sets out the requirements when submitting a Project Case (PC). It is designed to help with the completion of the PC, 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 Project Case

The Project Case (PC) is a simplified business case to be used where a project is being delivered under an overarching Programme Business Case (PBC).

A PC is only appropriate in the following circumstances:

- Project outputs and outcomes are incorporated within an existing approved PBC;
- Where the project is not novel or contentious; and
- Where any procurement will be managed through an existing pre-competitively arranged arrangement.

II PROJECT 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 Project Code can be obtained from the WMCA Project 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).

The mandatory appendices for the Project Case 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 included within MEP)
- D. Benefits Register (may be contained within MEP)
- E. BCR/VfM calculations (may be in the form of a workbook)
- F. Procurement Direct Award Report (Framework/Non-Framework)
- G. Legal Appendix
- H. Written Confirmation(s) of Confirmed Funding
- I. Project Schedule
- J. Benefits Realisation Plan
- K. Monitoring and Evaluation Plan (MEP)
- 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.

IV EXECUTIVE SUMMARY

Provide a one-page standalone summary (maximum 500 words) of the proposed Project which includes:

This summary should include the following at a minimum:

- **A description of the project, its relationship to the overarching Programme and why it is necessary** - 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.
- **Project 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 new cycle lane).

Note: there is no need to repeat details of the wider Programme, instead signpost and state how it contributes to its overarching outcomes.

V FINANCE SUMMARY

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

Definitions for each line required are:

- **Total project cost** - The sum of the entire project (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 total 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. This may include funds already defrayed through the approval of earlier stage business cases and development costs.
- **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 project 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	Project Case
Total project cost:	£1,000,000
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)
Funding deficit yet to be identified:	£0

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 OBJECTIVES AND ALIGNMENT TO WMCA AIMS

Outline the objectives for the project and how they will be measured within the table below.

Note: All Projects should clearly align to WMCA Outcomes and Strategic Planning Frameworks

Complete Table 5 to confirm the objectives for the project i.e. what we are seeking to achieve.

The project 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 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 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 project areas. The numbers used are also completely illustrative.

Continued strategic alignment

The Project Case should demonstrate the project's clear alignment with the Integrated Settlement 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.**

In addition to these primary strategic priorities, proposals should also consider second-order alignment with Mayoral priorities and local place-based strategies, ensuring a comprehensive fit with both regional and local objectives.

Example Table (5) for Project 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 the number of residents who successfully complete Level 3 digital skills bootcamps delivered at the Wolverhampton Skills Hub.	Digital Skills Hub currently delivers 0 Level 3 bootcamps (2025 baseline).	240 learners enrolled; 180 learners successfully complete Level 3 bootcamps.	Increased proportion of residents qualified at Level 3, contributing to wider employability improvement (IS Outcome 7)	March 2026	Ensure everyone had the opportunity to benefit.
2	Upgrade three key junctions and ten bus stops along the Coventry corridor to improve bus journey times and punctuality.	Average delay per bus = 4.8 minutes per peak-time journey (2025 baseline).	3 junctions redesigned; 10 bus stops upgraded with real-time information and accessibility features.	Reduced corridor delays and increased punctuality of bus services, supporting improved bus satisfaction (IS Outcome 3)	April 2026	Connect our communities by delivering transport and unlocking housing and regeneration schemes.
3	Deliver site remediation, utilities connections and access works, to prepare the Castle Gate North plot in Dudley for residential construction.	Site currently has 0% infrastructure readiness (2025 baseline)	Complete site clearance, remediation, utilities connections, and internal access road.	Site becomes fully serviced and ready for development, unlocking capacity for up to 220 new homes (IS Outcome 5)	May 2026	Connect our communities by delivering transport and unlocking housing and regeneration schemes.

1.2 STRATEGIC ALIGNMENT TO THE PROGRAMME BUSINESS CASE

Briefly summarise how this Project aligns with the overarching PBC. Refer directly to the PBC to support your response to confirm strategic alignment with programme-level objectives and outcomes.

Refer directly to the PBC to support your response to confirm strategic alignment with programme-level objectives.

This section is **only applicable** to Business Cases that form part of a wider programme supported by a Programme Business Case (PBC).

You must demonstrate how your proposal aligns with the overarching programme objectives and strategic intent outlined in the PBC. This ensures that individual projects contribute meaningfully to the programme's overall outcomes and investment rationale.

- Clearly summarise how your project supports the aims of the Programme Business Case.
- Reference specific sections or objectives within the PBC to evidence strategic alignment.

If you are unsure whether your project is part of a programme, please consult your programme lead or Head of Service.

Examples of alignment with a programme:

The Project Objectives for this scheme contribute to the outcomes detailed in the PBC as follows:

- Deliver 100 affordable homes in the West Midlands which contributes to 10% of the overall Land Fund Target of 1000 homes as per the PBC;
- Upgraded facilities at Unicorn Station to improve connectivity for 20,000 daily users supports the PBC objective to enhance regional mobility and reduce congestion;
- Create 10 hectares of public green space which contributes to 20% of the programmes target of 50 hectares;
- **Project Objective:** Train 500 local residents in construction skills.
Programme Alignment: This training initiative supports the programme's goal of upskilling 5,000 residents by 2028. It contributes 10% to the target and addresses regional skills shortages in the construction sector;
- This scheme will deliver 5km of segregated cycle lane between Aston and Gravelly Hill contributing 12.5% towards the programmes target of 40km of active travel routes

1.3 HEALTH AND EQUITY IMPACT ASSESSMENT (HEIA)

Provide details of the HEIA conducted for this project, 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 project 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

1.4 INCLUSIVE GROWTH

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

Here you should use this section to explain how the project 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 project with a rating between 0-10. The overall ratings are categorised as follows:

- The project 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

1.5 KEY RISKS

Use the Project Risk Register, and latest assessment of project risks, to complete the table below. Capture the project’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 PC.*

Use Table 7 to highlight 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 main risks focus should be around 20% of the total project risks, and which provide 80% of the total risk values.

These risks should be extracted from the more comprehensive Risk Register appended to the PC. 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.

Example Table (8) 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

1.6 LOGIC MODEL

Provide and include as Appendix C the completed Logic Model for this Project and summarise your engagement with the Corporate Monitoring & Evaluation team or Transport Evaluation team (If CRSTS/TCR funded).

A completed logic model is required upon submission of an PC.

A logic model is a visual representation that outlines the relationships between a project'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 projects and programmes.

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.

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 OPTIONS ANALYSIS AND APPRAISAL

Identify a minimum of 4 options that meet the Project/Programme objectives and complete a shortlisting exercise within the table below. Options must include 'BAU/Do Nothing' and 'Do Minimum' and include supporting calculations as detailed.

Complete Table 8 whilst considering costs all costs of providing the project. These should be the HM Treasury Green Book compliant (without inflation and discounted) costs to the public sector as a whole.

Table 8 should provide details on the following:

- **Description of Option:** This shouldn't be limited to 'Do Minimum' or 'BAU' but should also describe the main attributes of the option.
- **Alignment to project objectives:** This should demonstrate strategic alignment on an option-by-option basis.
- **Present Value of Social Benefits (PVB):**
- **Present Value of Costs (PVC):** The discounted costs (to a base year) to the public sector.
- **Residual Risk and optimism bias allowances:** show the allowances included in your option costs and/or benefits for risk and optimism bias.
- **Net Present Social Value (NPSV):** the discounted net present social value of the option = (Present Value of Benefits [PVB] – Present Value of Costs [PVC]).
- **Benefit Cost Ratio (BCR):** Present Value of Benefits/ Present Value of Costs.
- **Significant quantified but unmonetizable benefits:** those benefits which do not have a value in accordance with HM Treasury Green Book principles but can still be expressed in a numeric form.

2.1.1 COMPLETING THE SHORT-LISTED OPTION TABLE (8)

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 project. It is the most typical way and appropriate for most projects, 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 project 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 project.

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 project in the years they occur (including ongoing benefits where appropriate). Do so for a reasonable project 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 project 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.

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 ASSESSMENT

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).

Drawing on the findings of the economic appraisal, justify your decision on the Preferred Option.

This decision should not be taken solely on the BCR but should also consider the unmonetized benefits (both quantified and unquantified). Options which do not meet the Critical Success Factors or score poorly against the project objectives should have been disregarded before detail economic analysis has occurred.

Affordability should also be a consideration, with evidence that the Preferred Option 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.

2.3 OUTPUTS AND BENEFITS

Show how this Project will contribute to each of the outputs, outcomes and benefits in the associated PBC. This table should list each of the outputs and benefits listed in the PBC and show the percentage contribution made by this project.

Table 9 parallels the objectives table above by showing how the project contributes to each of the outputs, outcomes and benefits listed in the linked programme business case.

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

Note: Table 9 shows various examples for different project areas. The numbers used are also completely illustrative.

Example Table (9) for Outputs, Outcomes and Benefits:

#	Outputs/ Outcomes /Benefits	Description	Programme Level (Quantitative)	Project Level (Quantitative)	Project contribution (%)
1	Output	Cycle lanes	10km	1km	10%
2	Benefit	Cycle users	5% increase	1% increase	20%
3	Outcome	Improved Bus punctuality	90% on-time performance	92% on-time performance for <i>this route</i>	15%
4	Output	New bus shelters installed	200 bus shelters	10 bus shelters	5%
5	Benefit	Reduction in car journeys	10% reduction in peak hours	0.5% reduction	5%
6	Outcome	Increased active travel	15% modal share	2% in local area	13%

3 - COMMERCIAL CASE

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

3.1 PROCUREMENT ARRANGEMENTS

State the ability of the marketplace to provide the required goods or services and the attractiveness of this proposal to potential service providers.

The appropriate Contract Award Report and/or Procurement Strategy should be submitted with this Project Case.

This section should detail how the respective procurement and legal teams have been consulted with regards to the impact of subsidy control on the project' (including HR/IT personnel implications), this information should be clearly detailed in the Legal Appendix accompanying this Project Case.

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

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.

3.2 PAYMENT 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 project can 'incentivise' the service provider(s) to provide Value for Money over the lifespan of the project and its operational phase.

The payment 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.

Different 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.

3.3 SUBSIDY CONTROL

The mandatory Legal Appendix includes a Subsidy Control Assessment. A summary of the findings of this assessment should be included here.

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 project

The project will consider likely payment mechanisms for goods and/or services as part any contract(s) necessary to deliver the Preferred Option (determined at the next business case stage). In some, cases, the project may need to make a future payment(s) 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 project is affordable and is fundable over time. This section should be completed by the Project Lead and reviewed by your 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 £200,000 for this Project Case, what are the line items of expenditure.
- Inclusion of financial contingency and the % of the total ask that contingency relates 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 project.
- Please speak to your Finance Business Partner/Lead if you need further support.

4.1 TOTAL ESTIMATED EXPENDITURE - FULL PROJECT LIFE (NON – HOUSING PROJECTS)

Provide a breakdown of project expenditure for the full life of the Project, including expenditure incurred to date and future expenditure yet to be incurred.

Table 10 should be completed to provide a breakdown of project expenditure (**for the full life of the project**, including expenditure incurred to date and future expenditure yet to be incurred).

Expenditure should be included within the appropriate sub-section of Table 10 depending upon whether funding is requested for this expenditure from the WMCA.

These sub-sections include; eligible expenditure, eligible expenditure subject to further conditions, and any Ineligible project expenditure – which funding is not to be requested to meet these costs.

Note that this table typically only applies to Non-housing projects, however there are some exceptions specifically regarding WMCA costs, see further in section 4.1.1 below.

Housing projects should instead principally complete Table 11.

4.1.1 TOTAL ESTIMATED EXPENDITURE (HOUSING PROJECTS ONLY)

Table 11 should **only be completed for housing schemes** delivered by developers and registered providers/non-local authority projects.

All expenditure incurred on housing development schemes should be treated as capital, where they are incurred in bringing forward the housing development schemes.

WMCA costs associated with delivering the full project, e.g., Legal, External Advice costs, etc., should still be noted within Table 10.

4.2 CAPITAL AND REVENUE FUNDING STATEMENT

Provide a summary of the overall affordability of the project and the funding that has been secured to date in the sections below:

Note: All secured funding identified below should be verified by a written confirmation attached to this PC with details of any conditions. This will be mandatory Appendix H.

Note: Any funding requested via this PC is considered 'unsecured' until its approval.

Complete Table 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 PC.

Table 12 should show how the expenditure set out earlier at either Tables 10 or 11 will be funded (by individual funding source). The totals in each column should agree with the corresponding totals at Table 10 or 11. This table is designed to show how the funding will be applied and does not represent the cash in-flows.

4.3 PROJECT FUNDING (WHOLE PROJECT LIFE)

Table 13 should show how the expenditure set out at either Table 10 or Table 11 will be funded (by individual funding source). Expanding on the above Capital and Revenue Funding Statement (to include security and reference to written confirmation(s), this table should set out how funding will be profiled over the projects lifecycle to meet expenditure. This table is also designed to show how the funding will be applied and does not represent the cash in-flows.

Further guidance to help with the completion of the above sections 4.1 and 4.2, 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 financial tables:

- **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 PC 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.

4.4 CASHFLOW

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

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

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

The Project Lead should clearly explain the financial position of all major organisations involved in the delivery of the project, 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 project, but which is not included at Tables 10 and 11 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**; **Project delivery roles and responsibilities**; **Change management arrangements** (including compliance with the WMCA Change Control process alongside any directorate, organisational or funder change control requirements); **benefits realisation arrangements and plans**, including benefits register; **risk management arrangements** **contract management arrangements**.

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

- **Governance and decision-making arrangements** - Who is involved in the decision-making process both inside and outside the organisation including the use of governance frameworks such as the Single Assurance Framework. Diagrams may be added.
- **Project delivery roles and responsibilities** – This should include details of full and part time project management responsibilities, who is responsible, accountable, Informed, and consulted with as part of the projects day-to-day activity.
- **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 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
- **Risk management arrangements** – this should detail who owns, actions, reviews, reports and escalates project risks as necessary.
- **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 commercial Deal.

The above arrangements should be completely finalised and agreed for inclusion to the final stage business case (PC).

5.2 PROJECT SCHEDULE FOR DELIVERY

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

Use Table 14 to set out the key project milestones including (but not limited to) construction start and end dates, testing and commissioning period(s) and a longstop date by which all monies need to be drawn by.

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

5.3 PROJECT ORGANOGRAM

Insert a Project Organogram which includes the staff who will work full-time, part-time and fixed term on this project. The Project Sponsor and 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 will be working full-time, part-time and fixed term on this project. Where a project is managed by an organisation(s) external to the WMCA, there should also be a dedicated WMCA SRO allocated and named within the business case.

5.4 USE OF SPECIALIST ADVISERS

Specify any external support/input required or sought from outside the Project team/organisation.

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 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.

5.5 INSURANCE IMPLICATIONS

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

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 project leads external to the WMCA

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

5.6 MONITORING AND EVALUATION

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

Include details for the following:

- Establish whether this project will be evaluated.
- The final costs for the budget and 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 performance will be measured – including indicator/metrics.
- The monitoring resource needs for when the project moves into delivery. i.e., who will be responsible for M&E data collection, assessment, and quality control with delivery partners, etc.
 - Identify if that capacity is available within the organisation. If not, establish a timeline for recruiting & setting up this resource.
- Any M&E requirements as part of the grant conditions.
- Where you do not have an M&E template in place, or the funder will not be providing an M&E template for monitoring purposes, please refer to the WMCA M&E template for guidance Performance team Intranet page.
- Are the outputs, outcomes and impacts clear and realistic based on the inputs, activities, nature of delivery and delivery timeframe?
- Is there a 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 project?
- 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?

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 projects and programmes.

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 PC stage. There is a checklist for these appendices in Table 3 of the business case template.

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

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

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 1.3 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 / 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 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

A logic model is a visual representation that outlines the relationships between a project's resources, activities, and intended effects. It is a key tool for ensuring transparency, strategic alignment, and enabling effective performance monitoring and evaluation.

Whilst a completed logic model is not required upon submission of a SOC, it will be required on submission of a Full Business Case, Business Justification Case, Programme Business Case or Project Case.

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

6.4 BENEFITS REGISTER (MAY BE CONTAINED WITHIN MEP)

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 BCR/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.

At PC stage there should be a clear understanding of cost and benefits identified in order to determine PVC and PVB sums for economic appraisal of the shortlist.

6.6 PROCUREMENT DIRECT AWARD REPORT (FRAMEWORK AND NON-FRAMEWORK)

The Procurement Direct Award Report is a mandatory document that must be prepared alongside every Project Case submission.

The format and content of this report will vary depending on whether:

- A **framework agreement** was used for the direct award, OR
- The direct award was made **outside of a framework**.

The Direct Award Report provides assurance that the award complies with governance, legal, and financial requirements and demonstrates transparency in decision-making.

At a minimum, Direct Award Report should include details of:

- **Project & Contract Overview** – Summary key project details, contract scope, duration, and value.
- **Direct Award Justification** – Explanation of why a direct award route was chosen and confirmation of compliance.
- **Supplier Details** – Identifying the awarded supplier and confirmation of eligibility checks.
- **Contract Details** – Contract value breakdown, key clauses, and extension options.
- **Considerations** – Highlighted conflicts of interest, risks, and other relevant factors.
- **Finance & Legal Comments** – Completed with Finance and Legal Business Partners respectively, alongside the mandatory legal appendix.– Name the contract manager and reference handover arrangements.
- **Endorsements & Approvals** – Captured required sign-offs from all relevant stakeholders.

6.7 LEGAL APPENDIX

The Legal Appendix is a mandatory document that must be prepared alongside every business case submission.

It contains the full grant funding agreement details, including schedules for funded activities, agreed outputs, payment arrangements, performance measures, monitoring and reporting requirements, and data protection obligations.

The appendix also sets out the operational plan and contact details for key project leads to ensure accountability and compliance. A critical component is the Subsidy Control Assessment, which includes an initial and detailed review under the Subsidy Control Act 2022, Minimal Financial Assistance declarations, and confirmation that the award meets legal requirements.

6.8 WRITTEN CONFIRMATION(S) OF CONFIRMED FUNDING

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

6.9 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.

6.10 BENEFITS REALISATION PLAN

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.

Further guidance on Benefits Measurement can be found on [\(Benefits Measurement: Guidance note – GOV.UK\)](#)

6.11 MONITORING AND EVALUATION PLAN

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.

6.12 TRANSPORT ADDITIONAL APPENDIX

This 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 project 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 project 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 project 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.

