Project Name

Generic Business Case ‘Lite’

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# project information

**Project name**

**Senior responsible owner**

**Programme manager**

**Project manager**

**Approval levels**

**Total cost**

**Assurance requirements**

**Milestones**

**Decision sought**

# strategic case

## Strategic Fit

Explains the strategic fit between the project and Home Office / HMPO priorities.

The project should demonstrate alignment with strategic priorities.

Examples include:

* Transformation.
* Business plan.
* VMOST.

## Project Drivers

Sub-sections as necessary for project drivers.

These are factors or context that influence why it is necessary to take action.

This is general context rather than specific issues which are best covered in ‘Existing Arrangements’.

Example drivers include:

* Business continuity.
* Building on success.
* Transformation.
* Service improvement.

## Rationale

Brief statement of the reasons why we are proposing to take action.

The rationale may be strategic: to replace obsolete infrastructure; to renew a contract; to respond to a policy directive; to maintain business continuity.

The rationale may be economic: invest X in order to deliver benefit Y.

Or a mix of strategic and economic.

## Project Objectives

Project objectives in brief, bullet-point form.

Successful delivery of the project means that all objectives have been achieved in full.

It may be useful to distinguish between primary and secondary objectives.

## Existing Arrangements

How services are currently provided.

How processes currently work.

Current systems and how they support the business.

Could include specific problems / issues / weaknesses that the project aims to rectify.

This is a good section to refer to high-level business architecture, in particular:

* Process Framework.
* Capability Model.

## Business Needs

**OPTIONAL**

This analysis may be useful but can be omitted if covered by sections above.

Business needs and how they will be met.

| **Business need** | **Approach** |
| --- | --- |
|  |  |
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## Scope

Define the boundaries of the project in terms of scope.

### In scope

### Out of scope

## Strategic Options

**OPTIONAL**

The main area for options analysis is the Economic Case so it may not be necessary to include options here.

However it may be useful to distinguish between high-level or strategic options in the Strategic Case – and more detailed options in the Economic Case.

If a clear option is identified at this stage then it may be useful to add a ‘Recommended Option’ section.

## Benefits

If the project is driven economically rather than strategically then summarise the benefits here.

Distinguish between cashable / monetised / non-monetised.

Cashable: Direct budget impact. Reduced costs. Increased income.

Monetised: No budget impact. No cost reduction. An efficiency or improvement that can be given a numerical value.

Non-monetised: No budget impact. No cost reduction. A positive outcome that cannot be given a numerical value.

### Cashable

### Monetised

### Non-monetised

# economic case

An Economic Case is **OPTIONAL**.

It may be useful to:

* Set out options and conduct a formal options analysis.
* Ascertain value for money through a cost-benefit analysis of each option.

In which case these aspects of the Economic Case can be included.

The purpose of the Economic Case is options analysis whereas the purpose of the Finance Case is to specify how much will be spent and how it will be funded.

Sections 4.1 to 4.5 relate to option definition and critical success factors.

Sections 4.6 to 4.11 relate to cost-benefit analysis and value-for-money.

## Introduction to Options Analysis

Provide an overview of options analysis, if applicable.

## Critical Success Factors (CSFs)

It may be useful to specify CSFs.

CSFs are criteria that must be met for an option to be considered.

| **CSF** | **Description** |
| --- | --- |
|  |  |
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## Options

This is a list of options.

The purpose of this section is to describe options; not to assess them.

Formal options analysis requires a ‘do nothing’ and a ‘do minimum’ but this may not be necessary in informal analysis.

| **Option** | **Description** |
| --- | --- |
| Do nothing |  |
| Do minimum |  |
|  |  |
|  |  |

## Baseline Option

In formal options analysis it is necessary to clearly specify a baseline option against which all other options are compared; but this may not always be necessary.

## Evaluation of Options Against CSFs

It may be useful to score Options against CSFs.

This table assesses 4 options against 6 CSFs, for example.

Scores of 1 (low) to 5 (high) could be assigned to each cell.

It may also be useful to include a line for Yes/No feasibility – as some options may be infeasible despite scoring well.

|  | **Option 1** | **Option 2** | **Option 3** | **Option 4** |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| **CSF 1** |  |  |  |  |
| **CSF 2** |  |  |  |  |
| **CSF 3** |  |  |  |  |
| **CSF 4** |  |  |  |  |
| **CSF 5** |  |  |  |  |
| **CSF 6** |  |  |  |  |
|  |  |  |  |  |
| **Feasible ?** |  |  |  |  |
|  |  |  |  |  |
| **Score** |  |  |  |  |

## Introduction to Income, Costs & Benefits

The purpose of the following sections is to support cost-benefit analysis of different options, if applicable. So income/costs/benefits that vary by option is likely to be more relevant than income/costs/benefits that are independent of options.

## Income

Include income only if applicable.

List and describe any relevant income streams.

## Costs

List and describe all relevant cost areas.

Distinguish between capital and resource.

Distinguish between set-up and ongoing Operations costs.

## Benefits

See guidance on Benefits in Strategic Case.

## Options Analysis

Comparison of income / costs / benefits by option.

May take the form of cost-benefit analysis.

May be useful to compare the net effects of each option against a common baseline option.

May include Net Present Value (NPV) analysis, which includes costs and benefits, and then considers the present value by applying a successive discount factor to future years.

May include sensitivity analysis by varying certain parameters in order to generate ‘what-if’ cost scenarios, especially for parameters whose value is estimated or uncertain.

## Preferred Option

Conclusions that bring together the findings from strategic analysis (options against CSFs) and economic analysis (cost-benefit analysis).

# finance case

The purpose of the Finance Case is to specify how much will actually be spent and how it will be funded.

## Income

Include income only if applicable.

List and describe any relevant income streams.

## Costs

List and describe all relevant cost areas.

Distinguish between capital and resource.

Distinguish between set-up and ongoing Operations costs.

## Benefits

The Finance Case is interested only in cashable benefits.

If there are any cashable benefits they should be included here.

Cashable benefits may be implied in costs: for example reduced contract costs.

## Funding, Budget & Affordability

This section confirms who (which parts of HMPO and/or Home Office) is paying for which costs.

It specifies which budgets are affected and whether / how they will change.

# commercial case

A Commercial Case may be useful.

## Current Contracts

## Business Requirements

## Commercial Approach

## Procurement Options

## Supplier and Contract Management

# management case

The purpose of the Management Case is to provide evidence that suitable project structures, controls and management products are (or will be) in place. It is not necessary to replicate the content of management products, or embed them: living documents will go out of date.

## Governance

If applicable provide an overview of:

* Steering Group.
* SRO.
* Approval levels.

## Assurance

If applicable provide an overview of:

* Gateway Reviews.
* Major Project Authority Reviews.
* GDS assessment reviews.

## Plan

Key milestones.

## Risks

High-level risks, suitable for a business case.

| **There is a risk that…** | **Impact** | **Mitigation** |
| --- | --- | --- |
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## Constraints

It may be useful to identify constraints.

| **Constraint** | **Response** |
| --- | --- |
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## Dependencies

## Business Change

## Benefit Realisation