

Shard Business Services Business Case Template and Guidance

The template and guidance notes are designed to help you construct or update your business case and decide the content and level of detail necessary. The template can be used when developing a new business case, updating it during the project or when assessing benefits realisation. Please see [guidance](#) for general advice on how to complete the template, or click the links below for help on specific sections.

Project/Programme Details	
Project No	
Project Name	
Project Manager	
Area	
Start Date	.

Document Details			
Document Ref		Version No.	
Status	Approved/Draft	Last Update Date	
Approved by		Approval Date	

To be completed by finance team

Background

Scope

Objectives

Options

Proposed Solution

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Benefits

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Risks

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Dependencies

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Affordability

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Analysis of Whole Life Costs and phasing of expenditure (if applicable)

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Stakeholder engagement

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Change control procedures

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Critical success factors

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Procurement procedures (if applicable)

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Additional Information

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Project Leader's Signature..... Date.....

Section	Description
Background	Background – describe the potential change, idea, and/or problem. Why it should be done now and the implications of not doing it.
Scope	In this section you need to describe what the scope of the project is, its key objectives, deliverables and purpose. What business benefits will accrue? Are there any events, work or other projects that are either dependent on the outcome of this project or that the project will depend on?
Objectives	Objectives – these are a summary of what you want the project to achieve when it has been completed. So, it may start, “Completion of this project will result in...” Your objectives should be SMART – specific, measurable, achievable, relevant and timely. Avoid words like improve, optimise, clarify, help etc. These are vague words that mean you cannot measure your result. Objectives should be linked to Objective Delivery Plans.
Options	<p>In this section you need to describe and evaluate the different options and give reasons why the preferred option was chosen. There will often be a Do-Nothing option that can be used as a baseline against which to measure the costs and benefits of the other options.</p> <p>The criteria used to decide which is the best value option should be clearly stated and should be as objective and measurable as possible. Benefits should be valued in financial terms wherever possible.</p> <p>Even if it is not possible to value all the benefits of a proposal, it is still important to consider valuing the differences between the options, including the ‘Do nothing’ option.</p>
Proposed Solution	<p>Identify the selected option and how you propose to implement the change. This should cover any feasibility issues not covered elsewhere (Project Management principles, Next steps, etc.). The rest of the business case should be based on the identified solution. (See next)</p> <p>Summarise the main benefits, who is responsible for delivering them and how will they be realised.</p> <p>Wherever possible try and give them a value so that they can be properly quantified. This will make it easier to measure whether they have been realised. The purpose of valuing benefits is to consider whether an option’s benefits are worth its costs, and to allow alternative options to be systematically compared. Even if it is not feasible to value a benefit, it is still important to consider valuing the differences between the options. Where there are significant elements that cannot be valued in monetary terms e.g. they are social rather than financial, these still need to be brought out in your assessment. You should take into account, if possible, all the tangible and intangible benefits that you believe will accrue – not just those benefiting the Academy.</p>

Benefit	<p>You should also outline the benefits realisation plan, method of evaluation, timing of the benefits coming on stream, the scope of coverage and who will be responsible for delivery.</p> <p>Typical benefits of a policy project could be:</p> <ul style="list-style-type: none"> ▶ Compliance with an EU directive ▶ Compliance with a strategic commitment ▶ Improvements in competitiveness ▶ Protection of consumers ▶ Improvements to market competitiveness ▶ Equality and diversity objectives <p>Typical benefits of internal change projects could be:</p> <ul style="list-style-type: none"> ▶ Cost savings ▶ Avoided costs ▶ Efficiency improvements ▶ Staff motivation with consequent reductions in sickness and improved recruitment and retention ▶ Elimination of waste <p>Typical benefits of consultancy projects could be:</p> <ul style="list-style-type: none"> ▶ Transfer of knowledge from consultant to the Academy ▶ Opportunities to disseminate the results across the Sector or Marketplace ▶ More efficient use of resources if rare skills need to be available for a short space of time. <p>Typical benefits of IT projects could be:</p> <ul style="list-style-type: none"> ▶ Rationalisation of staff costs ▶ Ease of use for customer ▶ Increased efficiencies
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Section	Description
Risks	In this section, you should identify the key risks that might impact on the project and the achievement of desired benefits. Remember to identify opportunities and how you will exploit them as well as things that may go wrong.
Dependencies	Dependencies – are there any events or work that are either dependent on the outcome of this project or that the project will depend on?
Affordability	What resource will be required, including staff resources, and where will this resource come from? (e.g. will other activity be stopped?) No project should go forward without adequate understanding of resourcing requirements. Those responsible for providing resources must indicate they have approved the undertaking (Stakeholders).
Analysis of 'Whole Life' costs and phasing of expenditure	Whole Life Costing [WLC] looks at the cost of an item over the duration of its lifetime [Total Cost of Ownership] as opposed to the one-off cost of simply buying the item. As a result, WLC takes into account energy, maintenance, operating, staff training and disposal costs. When setting out the costing illustration the Administration, Capital and Programme expenditure should be shown separately for each financial year of the project. Administration costs should include the costs of managing the project. Any costs that have already been incurred should be ignored, what matters are costs about which decisions can still be made. If it is helpful show separately a sheet identifying the costs vs. the benefits gained in each financial year. This can be discounted to show the “present value” of the entire project.
Critical success factors	Use this section to outline the things that must go right to ensure the success of the project. For example, does the project need to deliver all its objectives and benefits to be successful?
Procurement procedures (if applicable)	Use this section to explain your proposed procurement route e.g. is it under an existing framework agreement or via the OJEU process? If you are intending to use single tender action, the reasons for doing so should be fully explained here.
Additional Information	Other details you may need to include will depend on the size and type of project and specific requests from key stakeholders.