

Lancaster City Council

Business Case [Project name]

<Date>

<Version>

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Document Control

Document Title	[Project Name] Business Case
Version	<INSERT>
Author	<INSERT>
Date	<INSERT>
Further copies from	<INSERT>

1. Executive Summary

This section should summarise the Business Case in such a way that the reader, knowing nothing about the project and related services or the priorities of the decision-maker, would come away with a high-level grasp of this. It is best to write this section last once you have developed the rest of the business case..

The Executive Summary should contain a brief introduction stating what the decision-maker is being asked to decide (e.g. formal approval to invest £x in x service), and key points from each of the five cases. This section should be no more than 1 page.

<INSERT SUMMARY>

2. Business Case details

Project Name	<INSERT>
Project Sponsor	<INSERT>
Project Manager	<INSERT>
Service description	<INSERT>
Partner organisation(s)	<INSERT>
Project Reference	<INSERT>

3. Strategic Case

The Strategic Case demonstrates that the spending proposal provides business synergy and strategic fit and is predicated upon a robust and evidence based case for change. This includes the rationale of why change is required, as well as a clear definition of outcomes and the potential scope for what is to be achieved. You may wish to refer to supporting strategies, programmes and plans.

3.1 The proposal

<INSERT - DESCRIBE THE SERVICE YOU CAN OFFER.>

3.2 The case for change

3.2.1 Alignment with commissioner objectives/priorities

<INSERT –OUTLINE HOW THE PROPOSAL ALIGNS WITH COMMISSIONER OBJECTIVES AND PRIORITIES – INCLUDE BOTH FINANCIAL AND NON-FINANCIAL OBJECTIVES>

3.2.2 Fit with national policy

<INSERT – OUTLINE ANY NATIONAL POLICIES THAT THE PROJECT ALIGNS WITH>

3.2.3 Customer user needs – current and future

<INSERT – OUTLINE CUSTOMER DEMANDS/PREFERENCES AND HOW THE PROJECT WILL MEET THESE REQUIREMENTS IN FULL. NOTE CUSTOMER IS THE ORGANISATION PAYING FOR THE SERVICE, NOT THE BENEFICIARY OF THE SERVICE>

3.2.4 Improvement of current service delivery arrangements

<INSERT – OUTLINE ISSUES ASSOCIATED WITH CURRENT SERVICE DELIVERY – E.G. OVERSPEND, LEVEL OF INTEGRATED SERVICES AND LEVEL OF OUTCOMES ACHIEVED>

3.2.5 Potential scope for further development/scalability

<INSERT –OUTLINE HOW SCALABLE THIS PROJECT IS – IN TERMS OF EXPANSION TO REALISE FURTHER ECONOMIES OF SCOPE/SCALE IF APPLICABLE>

3.2.6 Benefits and risks

<INSERT – OUTLINE ANTICIPATED BENEFITS AND RISKS FROM BOTH A DECISION-MAKER, CUSTOMER AND MARKET PERSPECTIVE>

3.2.7 Constraints and dependencies

<INSERT – OUTLINE CONSTRAINTS AND DEPENDENCIES THAT EXIST OUTSIDE OF THIS IMMEDIATE PROJECT, IDENTIFYING THE POTENTIAL IMPACT AND MITIGATING ACTIONS>

4. Economic Case

This section of the Business Case assesses the economic costs and benefits of the proposal to society as a whole, and spans the entire period covered by the proposal. These are not the same as the financial costs to the decision-maker. You should present the key findings of your financial analysis and the overall conclusions.

4.1 Appraisals of costs and benefits

<INPUT – ASSESS THE COSTS AND BENEFITS OF THE PROPOSAL IN TERMS OF CUSTOMERS, DELIVERY PARTNERS AND THE MARKET>

<INPUT – ANTICIPATED PERFORMANCE AGAINST PERFORMANCE MEASURES>

4.2 Critical success factors to achieving the Economic Case

<INSERT – CRITICAL SUCCESS FACTORS THAT NEED TO BE ACHIEVED TO REALISE BENEFITS TO CUSTOMERS, DELIVERY PARTNERS AND THE MARKET >

4.3 Risk assessment

<INPUT – RISKS RELATING TO CUSTOMERS, DELIVERY PARTNERS AND THE MARKET AS A RESULT OF THIS PROJECT BEING IMPLEMENTED. OUTLINE MITIGATING ACTIONS AND ASSOCIATED COSTS>

5. Commercial Case

The Commercial Case demonstrates that the project will result in a viable and well-structured procurement solution. This section should include details relating to the planning and management of the procurement. It requires the buyer to see how the service will be procured competitively and in accordance with procurement requirements.

5.1 Procurement strategy

<INPUT – OUTLINE THE PROPOSED PROCUREMENT STRATEGY, ALONG WITH ANY ASSOCIATED RISKS, COSTS AND BENEFITS>

5.2 Contractual arrangements

<INPUT – OUTLINE THE NATURE OF THE CONTRACTUAL RELATIONSHIP THAT WILL EXIST BETWEEN THE CUSTOMER AND YOURSELF>

5.3 Charging mechanism

<INPUT – OUTLINE MECHANISM TO BE ESTABLISHED, AS WELL AS ADDITIONAL FUNDING/INCOME TO BE REALISED>

6. Financial Case

The Financial Case demonstrates that the project will result in a fundable and affordable arrangement for the decision-maker. You need to summarise the overall capital and revenue affordability of the project, including any additional funding requirements. There are different ways to present this information that will be appropriate for different projects; some template tables are included below as examples. For further information, please see HM Treasury's guidance by clicking [here](#).

6.1 Capital and revenue requirements

Description	Value	Start date	End date

6.2 Resource requirements

Total funding required				
What is it for? (equipment, facilities, external expertise etc)	When is the cost incurred?			
	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19
Total				

Funding currently secured (if any)				
Where is it from? (Grant, revenue budget, capital budget – include cost centres if known)	When will the money be available?			
	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19

Total													
Staff Resources													
Service Area/Function	FTE's	When are new staff needed?											
		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total													

Balance of funding requested				
	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19
Total				

6.3 Impact on income and expenditure account

<INSERT – PROVIDE 5 YEAR I&E SUMMARY FORECAST>

6.4 Financial benefits

6.4.1 Financial benefits table

Description	Benefit	Benefit	Benefit	Benefit	Cost Centre / Budget affected?	Who is the current budget holder?	Has the budget holder agreed to the saving? (Y/N)
Please include:	Year 1	Year 2	Year 3	Year 4			
• How the saving is calculated	2021/22	2022/23	2023/24	2024/25			
• Whether the saving is revenue or capital							

6.4.2 Requirements in order to realise savings

<INSERT - WHAT ARE THE CRITICAL THINGS THAT MUST HAPPEN IN ORDER TO CAPTURE THE SAVINGS?>

6.5 Non-financial benefits

<INSERT – NON-FINANCIAL BENEFITS THAT COULD BE REALISED BY COMMISSIONERS, CUSTOMERS AND THE MARKET. SUCH BENEFITS MAY INCLUDE IMPROVED CHOICE AND INDEPENDENCE FOR CUSTOMERS, THE DEVELOPMENT OF A SUSTAINABLE MARKET AND/OR IMPROVEMENT AGAINST PERFORMANCE INDICATORS>

7. Management case

The management case demonstrates that the project is capable of being delivered successfully, in accordance with recognised best practice.

This section requires the project to demonstrate that there are robust arrangements in place for project management, change management and contract management, the delivery of benefits and the management and mitigation of risk (you could include a risk and benefits register as appendices).

It also requires the project team to specify the arrangements for monitoring during implementation and for post implementation evaluation, and the contingency plans for risk management.

7.1 Programme and project management plans

<INSERT – EXPLAIN PROJECT MANAGEMENT AND GOVERNANCE ARRANGEMENTS AND INSERT ORGANISATION STRUCTURE IF POSSIBLE>

7.2 Change management arrangements/requirements

<INSERT – OUTLINE OF APPROACHES TO ENSURE EFFECTIVE CHANGE MANAGEMENT AND CHANGE OF ORGANISATIONAL CULTURE, INCLUDING ASSOCIATED COSTS>

7.3 Approach to management and delivery of benefits

<INSERT – STRATEGY, FRAMEWORK AND PLAN FOR DEALING WITH THE MANAGEMENT AND DELIVERY OF BENEFITS>

7.4 Approach to risk management

<INSERT – APPROACH TO MANAGING RISKS DURING AND POST IMPLEMENTATION, INCLUDING ASSOCIATED COSTS>

7.5 Monitoring during implementation

<INSERT – OUTLINE PROPOSED METHODS OF MONITORING PROGRESS DURING IMPLEMENTATION STAGE, INCLUDING CHECKPOINTS/MILESTONES AND END OF STAGE ASSESSMENTS>

7.6 Post implementation evaluation arrangements

<INSERT – DETAILS OF HOW THE EFFECTIVENESS OF THE PROPOSAL WILL BE MEASURED POST ESTABLISHMENT>

7.7 Contingency arrangements/exit strategy

<INSERT – DETAILS OF CONTINGENCY ARRANGEMENTS SHOULD TOLERANCES BE EXCEEDED DURING THE IMPLEMENTATION STAGE>

<INSERT – DETAILS OF AN EXIT STRATEGY SHOULD THE PROPOSED ENTITY FAIL POST ESTABLISHMENT>

[Project name] – Business Case <INSERT
REF>

8. Conclusions and salient issues for further consideration

8.1 Conclusions

<INSERT>

8.2 Salient issues for consideration

<INSERT IF APPROPRIATE>

9. Appendices

You could include your implementation plan, risk register, benefits register in an appendix. You could also include comments from project team leads and partners to support your case.