



<Project Name>

Business Case

Version:	1.0
Date:	
Owner:	
Senior Responsible Officer:	

Note to author: 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 heading links below to take you to help on specific sections.)

A. PROJECT SUMMARY INFORMATION

Project Name:	
SRO/Sponsor:	
Project Manager:	
Author:	
Recipients:	
Version:	
Creation Date:	

B. ORGANISATIONAL CONTEXT

Alignment to Strategy:	<i>(State which strategic priorities will be met)</i>
Specialties/Services/ Partners in scope:	

1. Background

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2. Strategy

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3. Scope

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4. Objectives

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5. Options

6. Proposed Solution

7. Benefits

8. Risks

9. Dependencies

10. Affordability

11. Analysis of Costs and Phasing of Expenditure (if applicable)

12. Stakeholder Engagement

13. Change Control Procedures

14. Critical Success Factors

15. Procurement Procedures (if applicable)

16. Additional Information

Business Case Guidance

Section	Description
Background	Background – describe the potential change, idea, and problem. Why it should be done now and what are the implications of not doing it.
Scope	In this section you need to describe what the scope of the project/programme is, (and equally importantly what is outside scope), its key objectives, deliverables and purpose. What business benefits will accrue? Are there any events, work or other projects/programmes 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/programme 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 Strategic Delivery Plans.
Strategy	How does this project fit with your organisation’s strategic objectives? What elements of the delivery plans are supported?
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 the best value option is should be clearly stated and should be as objective and measurable as possible. Benefits should be valued in tangible (e.g. financial, time saving etc) 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	Identify the selected option and how you propose to implement the change. This should cover any feasibility issues not covered elsewhere (Project/programme Management principles, Next steps, Change Management etc.). The rest of the business case should be based on the identified solution. (See below)

Section	Description
<p>Benefits</p>	<p>Summarise the main benefits, who is responsible for 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.</p> <p>Where there are significant elements that cannot be valued in money 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 your organisations strategy.</p> <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>Examples of benefits</p> <p>Typical benefits of an Improvement project could be: Compliance with regulations Compliance with a Scottish Government manifesto commitment Improvements in efficiency/elimination of waste Patient safety improvements Improvements to patient experience Cost Savings</p> <p>Typical benefits of IT project: Reduces admin costs Ease of use for internal users and/or citizens Greater accessibility to live patient information to aid decision making and reduce risk Supports mobile working in the community Gives citizens access to their own clinical data Easier reporting of service activity</p>

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/programme or that they depend on.
Affordability	What resource will be required to run this project/programme successfully, including staff resources and where will this resource come from? (e.g. will anything else have to be stopped, or paused?) No project/programme should go forward without adequate understanding of resourcing requirements. Those responsible for providing resources must indicate they have approved the undertaking (Stakeholders).
Analysis of costs and phasing of expenditure	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 noted. If it is helpful show separately a sheet identifying the costs vs. the benefits gained in each financial year.
Critical success factors	Use this section to outline the things that must go right to ensure the success of the project/programme. For example, does it 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 a 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.