University of Greenwich Business Case

<Project Name>

Enabler-strategy: Estates

Decisions required and key issues

The purpose of this project is to enable us to deliver….

* <TEXT>
* <TEXT>
* <TEXT>

Members are invited to approve:

* <TEXT>
* <TEXT>
* <TEXT>

The key issues to consider are:

* <TEXT>

|  |  |  |
| --- | --- | --- |
| Stakeholders | Name and Title | Date |
| Project Sponsor |  |  |
| Sub-strategy Steering Group | Capital Programmes Board |  |
| Project Manager |  |  |
| Assurance 1 |  |  |
| Assurance 2 |  |  |
| Financial Authority Provider | Capital Programmes Board  Finance Committee  Governing Body (oversight) |  |

All parties have reviewed the attached document and agree with its content:

**Executive Summary**

|  |  |
| --- | --- |
| Request  *[e.g. This paper seeks approval for £xk (£xk Capex, £xk Revenue and £xk Contingency) to deliver xxxxxxx.]* | Benefits  *The project will deliver x benefits to the University in line with y strategic objective(s)/target(s)* |
| Objectives  *The purpose of this project is to…..* | Risks and Dependencies  *The project has a key dependency on the timely completion of/supply of….*  *The following risks have been noted and will be managed by the project…..* |
| Resources  *The project request requires investment of:*   * *£x.xm for internal resources including PM and project resource* * *£x.xm for external costs leaving the business (i.e. £x.xm of contractor resource and £x.xm of supplier costs)* * *£x.xm of contingency (x%)* * *£x.xm of sunk costs* | |
| Costs | |
| |  |  |  |  | | --- | --- | --- | --- | | **Request (£x.xm)** | **Total** | **Capex** | **Rev** | | **Sunk** |  |  |  | | **New** |  |  |  | | **Total** | **-** | **-** | **-** |   *The project requests funding of £x.xm to support……..* | |

# 1. PROJECT OVERVIEW & BACKGROUND

## 2.1 Background, Strategy & Scope

|  |
| --- |
| **1.1. Strategic context and business need** *Provide the strategic context for the project, describe the current state and the (strategic) business need the project will address. Relate the solution to the key strategic objectives and KPI’s.*  **1.2 Project Description** *Briefly describe the proposed change, what capability/outputs will the project deliver, and how will these be implemented?*  **1.3 Out of scope (optional)**  *If necessary, state what is out of scope of the project, this section is optional, and should be used where you specifically want to draw the reader’s attention to scope limits, this may be the delivery of the system, but not the training, or a building, but not the fit out, etc.] If not applicable delete this section.*  **1.4 Key Assumptions (optional)** *State the key assumptions underpinning the proposed project, and level of confidence associated them. Assumptions are likely to be fundamental drivers of the project, and should these assumptions change during the life of the project, then a significant review would be triggered. This may reference planned student growth numbers, other associated financial assumptions, or directions/conventions in the technical space.* |

# 2. OPTIONS CONSIDERED

*The section is to inform the reader of the process followed in arriving at the proposed solution – and provides a supporting rationale for the preferred option. The objective is to give the reader confidence that the proposed solution is the most effective/cost effective option.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Option 1 – Do Nothing** | **Advantages** | **Disadvantages** | **Cost (£m)** |
| *<Brief description/Why discounted>* | *<Insert advantages>* | *<Insert disadvantages>* |  |
|  |  |  |  |
| **Option 2 – Preferred Option** | **Advantages** | **Disadvantages** |  |
| *<Brief description/Why preferred>*  *Include info on financial impacts / recurring cost impacts considered* | *<Insert advantages>* | *<Insert disadvantages>* |  |
| **Option 3 – Alternative Option** | **Advantages** | **Disadvantages** |  |
| *<Brief description/Why discounted>*  *Include info on financial impacts / recurring cost impacts considered* | *<Insert advantages>* | *<Insert disadvantages>* |  |

# 3. ORGANISATIONAL IMPACT

*Describe the impact of the project on the various stakeholders (staff, students, particular faculties/ schools, external partners).*

*Who will be impacted by the change and broadly when?*

*What will the change look like for the end user/impacted groups?*

*How will the changes be made and what support will impacted groups be given?*

*How are these Stakeholders being engaged in the design and planning of the project?*

## 4. PROJECT DELIVERABLES

|  |
| --- |
| *Provide a short narrative describing the key deliverables of the project (outputs) and then summarise in the table below. What capabilities will the project deliver and how will these be embedded? Deliverables should include any process changes and/or associated training/comms/engagement.* |

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverable** | **Description** | **Acceptance Criteria/Responsibility** | **Estimated Date** |
| *Name* | *Describe the deliverable so that it can be understood how this relates to the business improvement trying to be delivered* | *What criteria will be used to accept this deliverable?*  *Who will be accepting this deliverable?* | *Estimated Date of Delivery* |
|  |  |  |  |
|  |  |  |  |

# 5. BUSINESS BENEFITS

*Provide a short narrative describing the benefits of the project – how does the project improve the University’s capabilities and contribute towards our strategic objectives? The narrative should reference the University strategy and link to the corporate and/or strategic KPI’s and associated drivers. Using the table below, describe how these benefits will be measured to confirm the results have been achieved.*

### **5.1 KEY PERFORMANCE INDICATORS (KPIs) SUMMARY**

*Provide a short narrative describing the key performance indicators and measures that will be used to inform the effectiveness of the project and then use the table below to summarise them.*

*Note: KPIs are SMART: Specific, Measurable, Achievable, Realistic, and Time-constrained*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Benefit Description | Benefit | Owner | KPI | Current | End-State | Achieving the End-state |
| *<Benefit description>* | *<Financial Benefit Amount >*  *Non-Financial* | *<Owner name>* | *<KPI description>* | *<Quantify as at the beginning of the project>* | *<Quantify at completion of the project* | *<How the end-state performance is achieved>*  *<When the end-state performance will be achieved>* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

# 6. BUSINESS CASE FINANCIALS

*Provide a short narrative describing the cost drivers of the project (Resource, Contactors, Supplier costs, Estates, Digital, Disruption costs, other)*

*With the support of your Finance Business Partner, complete the table below showing the total project costs. Indicate what costs will be incurred in the next 5 years.*

*Indicate both one-off project implementation costs and on-going operational costs (this may be additional resources).*

*Note: The summary costs should be supported by a detailed breakdown of cost drivers/cost headings, and included in the Appendices*

### **6.1 SUMMARY OF INVESTMENT (supported by your Finance Business Partner)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **New Project Capex (£x.xk)** | **21/22** | **22/23** | **23/24** | **24/25** | **25/26** | **26/27 – 30/31** |
| **Sunk Costs to Date (£k)** |  |  |  |  |  |  |
| **New Request (£k)** |  |  |  |  |  |  |
| **Total** | **-** | **-** | **-** | **-** | **-** | **-** |
| **New Project Revenue spend (£k)** | **21/22** | **22/23** | **23/24** | **24/25** | **25/26** | **26/27 – 30/31** |
| **Revenue Total** |  |  |  |  |  |  |

### **6.2 SUMMARY OF RECURRING FINANCIALS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Recurring Costs (£x.xk)** | **21/22** | **22/23** | **23/24** | **24/25** | **25/26** | **26/27 – 30/31** |
| **Total** | - | - | - | - | - | - |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Recurring Benefits (£x.xk)** | **21/22** | **22/23** | **23/24** | **24/25** | **25/26** | **26/27 – 30/31** |
| **Total** | - | - | - | - | - | - |

**7. COMMERCIAL AND PROCUREMENT**

*Supporting notes to be provided by Estates*

**8. PROJECT MANAGEMENT RESOURCES AND OPERATIONS COSTS**

*Supporting notes to be provided by Estates*

**9. PROJECT MILESTONES**

*Provide a short narrative outlining the project timeline, proposed start and finish dates and key milestones.*

*Detail the key project milestones in the table below – expanding on key the stages as appropriate to inform the author of the critical steps.*

|  |  |
| --- | --- |
| **Milestones** | **Date** |
| 0 Strategic Definition | MM/YY |
| 1 Preparation and Briefing | MM/YY |
| **2 Concept Design (Business Case submission at stage end)** | MM/YY |
| 3 Spatial Co-ordination | MM/YY |
| 4 Technical Design | MM/YY |
| 5 Manufacturing and Construction | MM/YY |
| 6 Handover | MM/YY |

**10. IMPLEMENTATION & GOVERNANCE**

*Provide a high-level overview of the project approach and governance structure.*

***Governance:***

*It is anticipated that all Estates Strategy Projects will be supported by a bespoke Project Board, with oversight provided by the Capital Programmes Board.*

*Where bespoke Project Boards are employed, use this section to capture the membership of the Project Board, ensuring Business, User and Technical interests are represented. This section should also detail the frequency of meetings and map the relationships with Capital Programmes Board (reporting and by exception review) and the Estates Management Board – information share.*

*Additionally, this section should be used to describe and formalise the engagement of Finance Committee/Governing body in line with agreed conventions – notably engagement on an Estates strategy level and engagement at a project level, with formal engagement at Gate2, 4, and by exception reporting through gates 5-7.*

***Key Stakeholders***

*For larger and more complex Projects with multiple stakeholders, this section should also be used to capture the key stakeholders (in tabular form) with a supporting narrative on how the stakeholders are being engaged on development and assurance of deliverables.*

**11. RISKS & ISSUES**5.2 Key Risks & Dependencies

*The purpose of the section is to capture the key risks and issues associated with the project, giving the reader confidence that these have been scoped and agreed, and that the proposed mitigations are robust.*

*Risks and Issues owned and managed by identified owners, and monitored and reviewed by the Project Team, bespoke Project Board and/or over-arching Steering Group. Risks should be scored on a 1-5 basis (1 being low and 5 being high) against probability of occurrence and the impact of occurrence. The higher the risk score, the more detailed the mitigation and more stringent the monitoring and review should be.*

**11.1 RISKS**5

| **Risks** | **Owner** | **Probability** | **Impact** | **Risk Score** | **Mitigation** |
| --- | --- | --- | --- | --- | --- |
| *Brief description of the risk* |  |  |  |  | *<Brief description of how the risk is being mitigated/managed>* |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

**11.2 ISSUES**5

*Issues are events or circumstances that are known at the outset of a project, or arise during a project, and that negatively impact on the management or output of the project. Often risks if unmanaged can develop into issues. As with risks, issues need to be identified and managed to mitigate the impact on the management of the project and/or its deliverables.*

| **Issue** | **Owner** | **Issue Management** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |

**12. DEPENDENCIES**5

*Dependencies refer to activities and/or deliverables within the project where we are “dependent” on activity outside the boundary of the project. Within the context of the University this may is likely to be supply of deliverables/capabilities from other sub-strategies/directorates (ILS, HR/People, Estates, Partnerships sub-strategy, R&KE, Student Success) or external suppliers.*

*The purpose of the section is to capture these dependencies and drive focus in the management of the dependencies as the project progresses and deploys.*

|  |  |  |
| --- | --- | --- |
| Dependency description | Internal/External | Managed at |
|  |  |  |
|  |  |  |
|  |  |  |

**Appendices to be added as required – Estates specific**

**As informed by Estates Lead and scheme requirements -**

1. **Strategic Risk Register**
2. **Letter of Intent**
3. **Design Freeze drawings**
4. **High Level Programme Approach**
5. **Detailed Financial Appraisal**
6. **Detailed Benefits**
7. **Risk Guidelines**

**Appendices to be agreed and added - generic**

1. **Business Case “How to complete” Guide**
2. **Financial Authority thresholds, processes and accountabilities**
3. **Capital Programmes Board – overview**
4. **Corporate and Strategic KPI’s**
5. **IT PMO contacts**

**Appendices F - Risk Assessment Guidelines**

|  |  |  |  |
| --- | --- | --- | --- |
| Major = 5 | 5 | 15 | 25 |
| Moderate = 3 | 3 | 9 | 15 |
| Minor =1 | 1 | 3 | 5 |
| Impact / Probability | Possible = 1 | Probable = 3 | Almost certain = 5 |

**Risk Score**

|  |  |  |
| --- | --- | --- |
| High | 15-25 | Unacceptable level of risk exposure that requires constant active monitoring, and measures to be put in place to reduce risk exposure. |
| Medium | 5-9 | Acceptable level of risk exposure subject to regular active monitoring measures |