Business Case  
[Insert Project Title]

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Project Planning

# Document Purpose

*NB: All text in italics is instructional & must be removed or replaced with non-italicised content. Refresh Table of Contents once all italicised text is removed.*

## What is a Business Case?

*A Business Case provides management with a one-off, start-up document that provides the justification or reason for initiating a project. A Business Case gathers the information to allow senior management to judge if a project is desirable, viable and achievable.*

* *Desirable: is this outcome really needed? Compare benefits and drawbacks*
* *Viable: Is it possible to do? Are we capable of delivering?*
* *Achievable: Is it possible to deliver the benefit?*

*A business case will set out the business need for change, provide a detailed analysis of the possible options to address this need and recommend the preferred response to senior management for approval.*

## Why develop a Business Case?

*To gain senior management approval and/or obtain resourcing to proceed with a project.*

*A Business Case provides management with a document that provides the justification for undertaking the project, based on assessment of the anticipated benefits when compared to estimated costs and associated risks.*

*It can also be used as a tool to prioritise initiatives or projects if an Agency, Division or Business Unit that has numerous competing projects to choose from with limited funds*

*If approved, the Business Case confirms senior management (or the Project Board) supports the recommended course of action (option) and will support the necessary resourcing.*

*A Business Case may be required by your Project Board (or management) in addition to a Project Plan, to justify resources or expenditure, particularly if the project is of high strategic or economic value.*

## What happens next?

*Following approval, the Business Case will be used by the Project Manager to develop the Project Plan to implement the approved option**. It may be used as a one-off start-up document with project changes reflected in the Project Plan or reviewed & updated at the end of each project stage.*

*The Project Board should refer to the Business Case to answer the question - Is there a valid reason for doing the project and does it remain valid throughout the project?*

*Relevant sections of the Business Case may be integrated into other project management documentation.*

# Executive summary

*This is best developed using bullet points after the rest of the document has been completed (< 1 page)*

*The Executive summary should stand alone as a logical, clear and concise summary of the Business Case and highlight the key issues that the reader should be aware of.*

*Focus on:*

* *Defining the business need for change*
* *Alignment with strategic goals of the organisation and the potential impact*
* *Options analysis summary – costs, benefits and risks for each*
* *Recommendations.*

*Details including background, assumptions, constraints and the reasoning behind analysis are not required in this section.*

# Introduction / Background

*Provide context for the current business situation, what has happened in the past to address the business need and why this project requires a Business Case at this time.*

*What approvals have led to this point and what is the context for the proposed project?*

# Project Overview

## Business Justification or Opportunities

*Describe the actual business need this project will fill or the problem it will solve or the reasons for the project (whichever is applicable) – Rename the heading to suit. Assess how the business needs are currently being met or not met.*

*If the project is to take advantage of an opportunity*, s*ummarise any business opportunities in addition to the business justification.*

## Scope

*Include the required pieces of work to be completed as part of the proposed project (in scope) and related work that is not part of the actual project (out of scope)*

* *In scope – e.g. Purchasing new equipment*
* *Out of Scope – e.g. Maintaining new equipment*

## Objectives

*An objective is a clear, concise statement which, when realised, will solve a problem, fill a need or exploit an opportunity. Objectives should be SMART – i.e. Specific, Measurable, Achievable, Realistic and Time-related. If the objectives are measurable then the success of the project can be measured.*

The objectives to be achieved from undertaking this work are:

* *Bullet point 1*

## Strategic Context and Alignment

How does this initiative relate to the organisation’s strategic plan?

What other current organisational and environmental context (internal & external factors) is important to consider? i.e.:

* *any organisational changes required,*
* *impact on the wider organisational context (culture, skillset, innovations etc.)*
* *other relevant policy or legislation*
* *the impacted stakeholders and*
* *considerations for transitioning the project outcomes to Business As Usual.*

## Dependencies, Assumptions, Constraints

*Identify any related programs and projects, explaining the relationship / dependency.*

*Record critical assumptions such as those contained within the Project Plan for example, assumptions about specialist resources to be provided.*

*Consider competing project constraints such as scope, time, cost, risk, quality, safety, benefits or value.*

# The Business Case

## Purpose of Business Case

*Describe why the Business Case is being developed.*

*This may be to seek approval for a proposed project to proceed or to secure funding. If the project has been approved, the Business Case may be required to define the business need or problem in detail and analyse the options to make clear what could be delivered for the allocated resources.*

## Sponsor

*Who is sponsoring the development of the Business Case? (e.g. Project Executive Sponsor, Name/Title)*

## Intended Audience

*Who is the document intended for? (e.g. Budget and Finance Committee)*

## Situational Assessment & Problem Statement

*Clearly identify the benefit to the organisation (including business value) for proceeding with the proposed project including:*

* *The current context for the project (cultural environment)*
* *How the business needs are currently being met or not met*
* *An analysis of the gap between the current situation and the project objectives, benefits & business value*
* *The proposed value of the project outcomes to the organisation*

# Options Identification & Analysis

## Identification of Options

*Referring to the gap analysis above, outline at a high level the options available to bridge the gap between what is currently happening and what the project proposes (objectives).*

*The layout caters for 3 options. Options can be removed or added as needed but include a “Do Nothing” or “Manual Workaround” option as ‘Option 0’ and the recommended option as ‘Option 1’.*

* *Option 0 – Do Nothing – maintain the existing situation or manual workaround*
* ***Option 1 – Recommended option***
* *Option 2 - An option that would achieve the same result*

## Options Analysis

*Expand on the three options outlined above by providing an analysis of the components of each option.*

*The level of analysis will depend on the significance of the decision and the degree of variation between the proposed options. Further analysis can be provided through comparison of the options or through a cost benefit analysis.*

*If there are many different options, a ‘Feasibility Study’ may assist in narrowing down the options.*

## Option 0: No Change

*Use Option 0 to summarise what will happen (positive and negative) if no action is taken.*

|  |  |
| --- | --- |
| Description | *Describe the status-quo; what is happening right now? What’s working well? What isn’t?* |
| Benefits | *Define the benefits of taking no action – these need to be measurable such as avoiding monetary costs or avoiding service disruption.* |
| Scope/Time | *Not applicable – not implementing the initiative* |
| Costs | *Not applicable - costs presently incurred* |
| Disadvantages  Major Risks | *The risks to the organisation of not taking any action* |

Table 1 – No Change Option

## Option 1: Recommended Option

*Use Option 1 to define your recommended option and provide a high-level summary. It should be clear why this is the preferred option.*

|  |  |
| --- | --- |
| Description | *Describe your recommended option. What do you want to change / introduce? Why? What benefits are you seeking to achieve?* |
| Benefits | *List the expected benefits and advantages of the recommended option. (Eg. Decreased patient length of stay or other ‘outcome-based’ benefits)* |
| Scope/Time | *Define the proposed scope – what the project will include and exclude and the estimated time it will take to achieve the expected benefits* |
| Costs | *List the estimated cost of this option and over what period the costs will occur – include project costs (resourcing) and direct/recurrent costs per annum* |
| Disadvantages and  Major Risks | *Define the major disadvantages and associated risks with this option. (Include risk minimisation costs and risks such as project complexity or shared governance)* |
| Human Resources | *Who are the key people and groups that will need to provide support and expertise to the project for it to be delivered successfully?* |

Table 2 – Recommended Option

## Option 2: “Other” Option

*What other option(s) have you identified? If there is only one viable option (Option 1) this section need not be expanded.*

|  |  |
| --- | --- |
| Description | *Describe the proposed option and how it will achieve the benefits you are expecting* |
| Benefits | *List the expected benefits and advantages of choosing this option.* |
| Scope/Time | *Define the proposed scope – what the project will include and exclude and the estimated time it will take to achieve the expected benefits* |
| Costs | *List the estimated cost of this option and over what period the costs will occur – include project costs (resourcing) and direct/recurrent costs per annum* |
| Disadvantages and  Major Risks | *Define the major disadvantages and associated risks with this option. (Include risk minimisation costs and risks such as project complexity or shared governance)* |
| Human Resources | *Who are the key people and groups that will need to provide support and expertise to the project for it to be delivered successfully?* |

Table 3 – Other option

## Options Comparison

*Briefly describe a comparison of the proposed options using the analysis above. This can be displayed at a high level in a Comparison Options table with further detail, if needed, and included in the Appendices. Include an overall assessment of the associated risks for each of the options (Eg. High risk project). Consider the complexity of each option & how easily the change can be implemented. (Eg. Score: 1 = easy)*

|  |  |  |  |
| --- | --- | --- | --- |
| Criteria | Option 1 – Recommended | Option 0 – No change | Option 2 - Other |
| Benefits |  |  |  |
| Disadvantages |  |  |  |
| Direct Costs  Recurrent Costs | $  $ | $  $ | $  $ |
| Overall Risk | *Low, Moderate, High, Extreme* | *Low, Moderate, High, Extreme* | *Low, Moderate, High, Extreme* |
| Ease of implementation | *Scale 1 (Easy) – 5 (Difficult)* | *Scale 1 (Easy) – 5 (Difficult)* | *Scale 1 (Easy) – 5 (Difficult)* |

Table 4 – Comparison of options

# Recommended Option

*Identify the recommended option here and provide a brief rationale. “It is recommended that Option 1 be implemented ….”*

## Initial Planning for Recommended Option

*Include high level information on what initial work would entail, following approval of this business case – e.g. will governance need to be established, will procurement planning or staff recruitment be required, will a detailed project plan need to be developed etc.*

# Appendix 1 – <<Appendix name>>

*Add appendix information as needed.*

# Project Reference Controls

Record any project reference material information as it becomes available. Include GitHub, Mural, PowerBI, database location, Lucidchart etc

|  |  |  |
| --- | --- | --- |
| Date | Content type | Reference |
| [00/00/23] | Working files | [URL/file location] |
|  | Final documents | [File Reference ID] |
|  | Project board (Location on project management software) | [Project ID / URL] |
|  | [Description] | [Reference] |

## Document history

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| --- | --- | --- | --- |
| Version | Date | Additions/Modifications | Prepared / Revised by |
|  |  |  |  |
|  |  |  |  |

## Document distribution

The following people are designated recipients of the final version of this document:

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