**Business Case**

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# Executive Summary

The executive summary should meet the needs of multiple audiences by setting out the key aspects of the business case in a brief, concise and accessible form. It is useful to structure the summary to follow the five-case model. The executive summary can often be used as the basis for subsequent papers to decision-makers, refocused to meet the information needs of different target audiences and any standard formatting requirements.

# Introduction

Describe the investment proposal at the beginning in one to two sentences. State what decision-makers are being asked to consider or decide.

# Strategic Case

Summarise the strategic context for this investment, with particular reference to supporting strategies, programmes and plans. Summarise any significant changes since the agreement of the Indicative business Case (if any).

# Economic Case

Set out the key findings of the detailed economic analysis and overall conclusions.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Option 1: Do Nothing** | **Option 2: Do Minimum** | **Option 3: Intermediate** | **Option 4: Aspirational** |
| Appraisal Period (years) |  |  |  |  |
| Capital Costs |  |  |  |  |
| Whole of life costs |  |  |  |  |
| Cost-benefit analysis of monetary costs and benefits: | | | | | |
| Present Value of monetary benefits |  |  |  |  |
| Present Value of costs |  |  |  |  |
| Net present value |  |  |  |  |
| Multi-criteria analysis of non-monetary benefits: | | | | | |
| Benefit criteria 1 |  |  |  |  |
| Benefit criteria 2 |  |  |  |  |
| Benefit criteria 3 |  |  |  |  |
| Preferred option |  |  |  |  |

# Commercial Case

Outline the deal. Summarise the procurement strategy, intended contractual arrangements, the products and services intended for procurement, the main risks associated with the project and the supporting arrangements for payment for the required products and services.

# Financial Case

Summarise the overall capital and revenue affordability of the project over the life of the investment, including the additional funding requirements.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | | | | | |
| 2013/14 | 2014/15 | 2015/16 | 2016/17 | …….. | Total |
| Capital expenditure |  |  |  |  |  |  |
| Operating expenditure |  |  |  |  |  |  |
| Total expenditure |  |  |  |  |  |  |
| Revenue |  |  |  |  |  |  |
| Capital required |  |  |  |  |  |  |
| Operating required |  |  |  |  |  |  |

# Management Case

Summarise the project management, benefits and risk management and post project evaluation arrangements. Also refer to the Gateway Review process, if relevant.

# Introduction

It is useful to describe the investment proposal at the beginning in one to two sentences. State what decision-makers are being asked to consider or decide.

# Estimating Monetary Benefits

Benefits may be measurable in either monetary terms (financial or cash-releasing, such as avoided costs or efficiency savings) or non-monetary terms (quantifiable, such as reduced customer complaints). Qualitative benefits may be observable but not easily measured. Dis-benefits have negative impacts on stakeholders.

|  |  |  |
| --- | --- | --- |
| Monetary Benefits | Estimates and Timing | Description |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Non-Monetary Benefits and Costs

|  |  |
| --- | --- |
| Non-monetary Benefits | Description |
|  |  |
|  |  |
|  |  |
|  |  |