

Appendix B

Template - More Detailed Content

1. Strategic fit

<i>Topic</i>	<i>Areas to consider</i>
1.1 Business need	<ul style="list-style-type: none"> Describe the business need that will be met by the project and why it is needed now – e.g. a new building to accommodate a call centre – to meet the needs of citizens requiring telephone support for enquiries; needed now because current facilities cannot cope with demand.
1.2 Organisational overview	<ul style="list-style-type: none"> Describe the organisation's main aims, organisational structure and key responsibilities. Describe the main aspects of the business strategy: strategic vision, strategic plan and continuing aims. Outline the main themes of the IT or estates strategy, where relevant (such as delivering information electronically to the public), key programmes and projects.
1.3 Contribution to key objectives	<ul style="list-style-type: none"> Describe how this project will contribute to key objectives – e.g. 'supports PSA target for X by providing Y'; 'supports modernisation agenda by providing expert training for key staff in front line delivery'.
1.4 Stakeholders	<ul style="list-style-type: none"> Outline the main stakeholder groups and their contribution to the project; note any potential conflicts between different stakeholder groups and their demands.
1.5 Existing arrangements	<ul style="list-style-type: none"> Outline the current service delivery arrangements, major contracts with service providers, the in-house function, where applicable. Include details of technical standards where relevant and/or technical constraints that need to be addressed (such as refurbishment of a listed building; requirement to integrate with existing infrastructure).
1.6 Scope: minimum, desirable, and optional	<ul style="list-style-type: none"> Summarise the potential scope of the project: <ul style="list-style-type: none"> do minimum (the minimum scope to meet the immediate business need) intermediate option/s full scope of proposed change (the widest potential change that would meet the need, perhaps taking a longer term view). Suggested number of options: up to seven at a high level, to ensure that the scope has been thoroughly explored.
1.7 Constraints	<ul style="list-style-type: none"> Summarise the main constraints, such as the willingness of senior management to absorb fundamental business change, the affordability of proposals, existing contractual commitments.
1.8 Dependencies	<ul style="list-style-type: none"> Outline the internal and external factors upon which the successful delivery of this project are dependent, such as other projects and programmes already underway.
1.9 Strategic benefits	<ul style="list-style-type: none"> Outline high-level strategic and operational benefits such as better use of workspace, more reliable service to citizens. Show how these benefits are linked to key objectives – e.g. better use of workspace is one of the contributory factors that support more efficient workforce, which contributes to key objective of better services to citizens.
1.10 Strategic risks	<ul style="list-style-type: none"> Outline the main business risks such as continuing need for the project and changes in business direction; service risks such as the lack of internal skills to implement the required projects; external environmental risks such as changes in the supplier marketplace. These should be captured in the project risk register.
1.11 Critical success factors	<ul style="list-style-type: none"> Define the critical success factors for the project – what will constitute success? e.g., citizens will want to use the new service in preference to the previous way of delivering it. Determine how success will be measured e.g., percentage take up of a new service over x years, with milestones for each annual improvement in take up.

2. Options appraisal

<i>Topic</i>	<i>Areas to consider</i>
2.1 Long and short list of options	<ul style="list-style-type: none"> Outline options identified for analysis (described more fully below); where appropriate, each subjected to SWOT analysis against contribution to key objectives and critical success factors; includes a do minimum option - at least two but no more than seven other options. Follow HM Treasury's advice on options appraisal in the Green Book.
2.2 Opportunities for innovation and/or collaboration with others	<ul style="list-style-type: none"> Describe the opportunities for innovative approaches such as a new way of providing a particular service or exploiting new ways of saving running costs on buildings. Outline opportunities for collaboration with others – perhaps sharing the costs of developing a new IT system or collaborating with private sector partners to share costs. If no opportunities exist and/or there are essential business reasons for avoiding innovation and/or collaboration with others, outline the reasons.
2.3 Service delivery options – who will deliver the project?	<ul style="list-style-type: none"> Investigate options ranging from in-house delivery to degrees of partnership with the private sector and with others in the public sector: with brief description of each, advantages/disadvantages and conclusions. Include options for collaboration where appropriate (see 2.2 above).
2.4 Implementation options	<ul style="list-style-type: none"> Examine options for the pace at which the project could be implemented, in terms of the timescales and degree of business change required; consider whether the project could be broken down into more manageable components e.g. implemented in incremental phases or introduced on a small scale to start and then rolled out to a larger community.
2.5 Detailed options appraisal	<ul style="list-style-type: none"> Provide an explanation of the general approach taken to the calculation of costs and benefits, together with overview of the key findings that result from each of the short-listed options. Include details of 'soft' benefits, these are benefits that do not have a direct financial value, such as improved quality of service (see the supplement to the Green Book on e-government benefits, which has guidelines that apply more widely than just e-government).
2.6 Risk quantification and sensitivity analysis	<ul style="list-style-type: none"> For risk quantification show the cost of each risk, wherever possible – that is, the costs incurred in dealing with a risk if it materialises or putting in countermeasures to ensure that the risk does not occur. Identify who will be responsible for each risk and state why they are the party best placed to manage it. Refer to the project risk register to check that all the risks identified there are covered in this analysis. For sensitivity analysis show the effect of changes in critical factors to each option. For example, what would be the effect of delayed planning permission for a new building? What would be the impact if a service came on stream much sooner or later than expected?
2.7 Benefits appraisal	<ul style="list-style-type: none"> Show results of identifying key benefits criteria, weighting their relative importance, scoring short-listed options against those criteria; where required derive a weighted benefits score for each option and undertake an analysis of the sensitivity of the assessment to changes in weighting and scoring.
2.8 Preferred option	<ul style="list-style-type: none"> Summarise findings from economic appraisals, benefits evaluation, sensitivity analysis and overall ranking.

3. Commercial aspects

<i>Topic</i>	<i>Areas to consider</i>
3.1 Output Based Specification	<ul style="list-style-type: none"> Summarise the requirement in terms of outcomes and outputs; supplemented by full specification as annex (see the template in the Toolkit).
3.2 Sourcing options	<ul style="list-style-type: none"> Outline the options for sources of provision of services to meet the business need – e.g. partnerships, framework, existing supplier arrangements, with rationale for selecting preferred sourcing option.
3.3 Payment mechanisms	<ul style="list-style-type: none"> Outline the proposed payment mechanisms that will be negotiated with the providers – e.g. linked to performance and availability, providing incentives for alternative revenue streams. (See the Achieving Excellence briefing on procurement for advice on payment mechanisms for construction projects.)
3.4 Risk allocation and transfer	<ul style="list-style-type: none"> Summarise an assessment of how the types of risk might be apportioned or shared, with risks allocated to the party best placed to manage them subject to achieving value for money.

3.5 Contract length	<ul style="list-style-type: none"> Outline scenarios for contract length (with rationale) and proposed key contractual clauses.
3.6 Personnel issues including TUPE	<ul style="list-style-type: none"> Outline personnel implications and discussions with Trade Union Side where applicable.
3.7 Implementation timescales	<ul style="list-style-type: none"> Provide a high level view of implementation timescales. For the Outline Business Case and Full Business Case, provide evidence of providers' high-level implementation plans, taking into account essential considerations related to benefits realisation, risk management and control.

4. Affordability

<i>Topic</i>	<i>Areas to consider</i>
4.1 Budget based on whole life costs	<ul style="list-style-type: none"> Produce estimates of the whole life costs of the project (for construction projects, see Achieving Excellence briefing on whole life costs). Include the costs that will be carried by the customer organisation as well as those that will be charged by providers. Note that savings or benefits achieved in one part of the organisation may add to costs elsewhere in the organisation or delivery chain. This is especially significant where the organisation has to maintain parallel channels for service delivery. Provide details of: <ul style="list-style-type: none"> the expected costs when they will occur how they will be monitored who will pay for each cost any risk allowance that may be needed (in the event of things going wrong). Additional areas that may need to be considered in detail are outlined below.
4.2 PSA period	
4.3 Income and expenditure account	
4.4 Balance sheet	
4.5 Cash flow	

5. Achievability

<i>Topic</i>	<i>Areas to consider</i>
5.1 Evidence of similar projects, where available	<ul style="list-style-type: none"> If possible, provide evidence of similar projects that have been successful, to support the recommended project approach. If no similar projects are available for comparison, outline the basis of assumptions for delivery of this project – e.g. comparison with industry averages for this kind of work.
5.2 Project roles	<ul style="list-style-type: none"> Set out key roles: <ul style="list-style-type: none"> who will be responsible for making the investment decision (typically a management group rather than an individual) the Senior Responsible Owner (SRO) as the named individual who will be personally accountable for the success of the project the project manager the main stakeholders key members of the project board, where applicable other essential roles as required. Confirm that the SRO and project manager have appropriate skills and experience for the project, with access to specialist expertise to supplement their skills if required (see the checklists in the Toolkit).
5.3 Procurement strategy (where applicable)	<ul style="list-style-type: none"> Set out indicative timetable and justification for the proposed approach.
5.4 Project plan	<ul style="list-style-type: none"> Outline the main phases of the project plan (see the Toolkit for a template). For IT-enabled projects, confirm that there will not be 'big bang' implementation (see the checklist in the Toolkit).

5.5 Contract management	<ul style="list-style-type: none"> Outline Business Case: summarise outline arrangements for contract management. Confirm arrangements for continuity between those involved in developing the contract and those who will subsequently manage it (see the Contract Management workbook in the Toolkit).
5.6 Risk management strategy	<ul style="list-style-type: none"> Summarise outline arrangements for risk management (see the Risk Management workbook in the Toolkit).
5.7 Benefits realisation plan	<ul style="list-style-type: none"> Summarise outline arrangements for benefits management (see the Benefits Management workbook in the Toolkit).
5.8 PIR/s and PER	<ul style="list-style-type: none"> Summarise outline arrangements for PIR/s – Post Implementation Reviews carried out periodically over the life of the contract to confirm that business benefits are being achieved; and PER – a one-off Project Evaluation Review at project close to report on how well the project was managed and whether lessons can be learned for future projects.
5.9 Contingency plan	<ul style="list-style-type: none"> Summarise outline arrangements for contingency management such as fallback plans if service implementation is delayed.