

SWANSEA BAY CITY REGION JOINT SCRUTINY COMMITTEE

DATE 6th December 2022

Business Case Development Process

RECOMMENDATIONS/KEY DECISIONS

To inform Joint Scrutiny Committee of the SBCD Business Case Development process for the updating and development of the headline business cases of the SBCD.

REASONS

1. Introduction

Business cases are an essential management and governance tool for programmes and projects and a key element in ensuring their successful delivery.

As part of the City and Growth Deal Governance and Assurance Framework there is a requirement for the 9 headline business cases to be maintained and updated on a regular basis and in accordance with HM Treasury's Green Book guidance. The updating of business cases is particularly important at key points in the project or programme lifecycle when decisions are made, milestones are achieved or in preparation for assurance reviews during the procurement, delivery and operation phases. Senior Responsible Owners (SROs) are responsible for ensuring that business cases are updated as required.

The approach for the SBCD is outlined below and is detailed in the guidance note and process chart at Appendix A.

2. SBCD Business Case Development Process

The SBCD Business Case Development process provides clarity for Senior Responsible Owners (SROs) and their teams, Welsh and UK governments and partner organisations on the requirements and process for the development of business cases.

The process has been discussed and agreed in principle with both UK and WG City and Growth Deal leads. Consultation has also been undertaken with all SROs and Project Leads.

The HM Treasury Better Business Case guidance describes the development of business cases from Strategic Outline Case (SOC) to Outline Business Case (OBC) and then Full Business Case (FBC). All the headline SBCD business cases have been developed to OBC status and have received regional and government approval on this basis.

Business cases need to remain current, accurate and viable as the programme or project delivery progresses. An important element of this includes the detailing of procurement information and ensuring that the business case continues to demonstrate viability and affordability.

It has been agreed that SROs and Project Leads have two options in their approach to updating a business case:

Option A – Business Case rewrite

Option B – Business Case addendum (as a single document)

Whichever option is chosen, the update must cover all five business case dimensions and align to the Better Business Case guidance.

A process diagram is included with the guidance note and provides specific detail on the process and the responsibilities within it. The guidance note also describes how the business case update process aligns with the SBCD change control process.

The process involves the programme / project team engaging with the PoMO to ensure that business case updates are timely and aligned to guidance. Approval of updated business cases will be through the specific programme / project boards and reported to SBCD governance boards for information.

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