University of Greenwich Business Case

<Project Name>

Sub-strategy <Sub-strategy name>

Decisions required and key issues

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

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

Steering Board 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 |  |  |
| Project Manager |  |  |
| Assurance 1 |  |  |
| Assurance 2 |  |  |
| Financial Authority Provider |  |  |

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

**Executive Summary**

|  |  |
| --- | --- |
| Request  *This project seeks total approval for £xk (£xk Capex, £xk Revenue and £xk Contingency) to deliver xxxxxxx.]* | Benefits  *The project will deliver the following benefits* |
| Objectives  *The purpose of this project is to…* | Risks and Dependencies  *The project has a key dependency on the timely completion of/supply of….* |
| 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 £xk to support……..* | |

# 1. PROJECT OVERVIEW & BACKGROUND

|  |
| --- |
| **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 Description of the project deliverables** *Briefly describe the proposed change, what capability/outputs will the project deliver, and how will these be implemented?* |

# 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** |
| *<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. Describe how these benefits will be measured to confirm the results have been achieved in the KPI section below. A summary of the Corporate and Strategic KPI’s can be found in the Appendices*

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

*<KPIs are SMART: Specific, Measurable, Achievable, Realistic, and Time-constrained. They should define the key factors that, if achieved, will result in project success.*

*The benefits of the project are…….we will measure the effectiveness of the solution by……*

# 6. BUSINESS CASE FINANCIALS

*Provide a short narrative describing the cost drivers of the project (people, equipment, technology, estates changes, 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.*

*Costs associated with 3rd party suppliers should be captured here. Indicate both one-off project implementation costs and on-going operational costs (this may be additional resources).*

*Identify if any posts will need to be backfilled whilst resource is allocated to the project.*

### **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** | - | - | - | - | - | - |

Appendices

**APPENDIX 1 - PROJECT RESOURCES**

*Provide a short narrative on the key resources needed to deliver the project, and the commitment needed for that resource (full time, x days per week etc.) The section should capture all project resource and associated incremental costs, including external hires and backfill costs associated with internal resource.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Heads** | **FTEs** | **Total Cost (£k)** | **Start Date** | **End Date** |
| Internal | 0 | 0 | 0.0 | - | - |
| Internal – backfill | 0 | 0 | 0 | - | - |
| External | 0 | 0 | 0 | - | - |
| **Total Project Resource** |  |  |  |  |  |

**APPENDIX 2 - PROJECT MILESTONES**

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

*Detail the key project milestones in the table below capturing the critical milestones from Business Case approval to project completion and PIR.*

|  |  |
| --- | --- |
| **Milestones** | **Date** |
| Business Case Approval | MM/YY |
| Project Plan drafted and agreed | MM/YY |
|  | MM/YY |
|  | MM/YY |
|  | MM/YY |
|  | MM/YY |
| Project completion | MM/YY |
| Post Implementation Review (PIR) | MM/YY |

**APPENDIX 3 – IMPLEMENTATION & GOVERNANCE**

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

*Larger and more complex projects are likely to have a bespoke Project Boards and report into their parent Steering Board. Smaller and less complex projects are likely to be governed by the over-arching sub-strategy Steering Group (Capital Programmes Board, R&KE, Partnership, Student Success, People Steering Boards). In year and tactical projects in the IT and Estates space will be overseen by EMB and the IT Management Board (previously ITSG)*

**APPENDIX 4 - RISKS & ISSUES**

*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.*

**4.1 RISKS**

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

**4.2 ISSUES**

*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. If there are no known issues at the outset of the project then delete this sub-section*

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

**APPENDIX 5 - DEPENDENCIES**

*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 |
|  |  |  |
|  |  |  |
|  |  |  |

**APPENDIX 6 – Corporate and Strategic KPI’s**

*The University has committed to 9 key KPI’s (Corporate KPI’s) to inform our progress against our strategic objectives. Every activity underway at the University over the strategic plan period should positively contribute towards these key targets. The Strategy programme will be central in delivering performance improvement and each investment should be linked to one or more of the 9 KPI’s below. The link should be explicit in the Business Case document.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Corporate KPI's** | **Measure** | **Current** | **2030** |
|  |  |  |  |
| **Student Success** |  |  |  |
| Continuation | From 1st to 2nd Year of study | 91 | 95 |
| National Student Survey (NSS) | Overall Satisfaction | 72 | 90 |
| Graduate Outcomes | Highly skilled employment/further study | 71 | 85 |
| BAME Awarding Gap | Move to zero | 10.7 | 0 |
|  |  |  |  |
| **Inclusivity and Culture** |  |  |  |
| Gender Pay Gap | Move to zero | 12.9 | 0 |
| Staff Engagement measured in staff survey | I'm proud to work for the University | 62 | 90 |
|  |  |  |  |
| **Research and Knwowledge Exchange** |  |  |  |
| Research and KE Income | Income as a % of total income | 11 | 20 |
| Research Power | REF award value | 1130 | 2000 |
|  |  |  |  |
| **Connected and Sustainable Campuses** |  |  |  |
| Financial Sustainability | Operating cash as a % of income | 16 | >8 |

*The Strategy commits us to realising a number of targets in addition to the 9 Primary measures – these Strategic KPI’s are listed below. The Strategic KPI’s provides a secondary level of targetry to be achieved in the Strategy plan period, and again the Strategy programme will be central in delivering performance improvement in these areas. Where appropriate the Strategy KPI’s should be referenced in the Business Case document.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Strategy KPI's** | **Measure** | **Current** | **2030** |
|  |  |  |  |
| **Student Success** |  |  |  |
| Widened Access and Participation | Created new entry pathways | TBC | TBA |
| Raise TEF rating to Gold | TEF rating | Silver | Gold |
| **National Student Survey (NSS)** | Overall Satisfaction/all courses top quartile | 72 | 90 |
| High Quality mentoring for 90% students |  |  |  |
| **Graduate Outcomes** | Top Quartile for modern universities | 71 | 85 |
| Graduate Salaries | Top Quartile for modern universities | TBC | TBA |
| Curriculum decolonised | Measure(s) to be agreed |  |  |
| **BAME awarding gap** |  | 10.7 | 0 |
|  |  |  |  |
| **Inclusivity and Culture** |  |  |  |
| Staff PDP's | Enabled by UoG Development Framework | TBC | 90 |
| Mental health and Well-being | Whole University approach implemented | TBC | TBA |
| Equality and Inclusion | Recognised by professional bodies |  |  |
| **Gender pay gap** |  | 12.9 | 0 |
| **Staff Engagement measured in staff survey** | I'm proud to work for the University | 62 | 90 |
|  |  |  |  |
| **Impactful Research and Knowledge Exchange** |  |  |  |
| **Research and KE Income** | Income as a % of total income | 11 | 20 |
| Academic staff engaged in ext partnerships/activity | Significant majority | TBC | TBA |
| Vibrant & sustainable post-grad research | Funded by prestigious external sources | TBC | TBA |
| KEF assessment rankings | Top of Peer Group | TBC | TBA |
|  |  |  |  |
| **Connected and Sustainable Campuses** |  |  |  |
| Positive impact on local area/economy | Social impact survey | TBC | TBA |
| 1000 enterprise projects on each campus | Community services or KTP’s | TBC | TBC |
| Integrated technology/simulation solutions | Across 80% of courses | TBC | 80% |
| Demonstrate contribution to strategy & KPI’s | Each campus | TBC | TBA |
| Net zero carbon |  | TBC | Net Zero |
| **Financial Sustainability** | Operating cash as a % of income | 16 | >8 |