Business Case Template including Funding Application

Date: Friday, 21 December 2018
Version number: 00001

Project title:	Project Manager:	Senior Responsible Officer:
PMO Tool Review 2018	Victoria Stokes	Jane West
Directorate:	**Corporate Theme:**	**Estimated cost of project:** **Revenue / Capital / Ongoing**
COO	Opportunities	£122,400 over 2 years
Finance Business Partner:	**Board/Governance Lead:**	**Projected cost savings:** **Incremental Revenue Savings**
Sam Gable		

1. Project overview

What is the reason for the project?	To procure an Enterprise Tool that provides visibility, transparency and greater governance of the portfolio of projects and programmes across the council.
What specific problem is the project solving?	The contract for the current tool expires in March 2019 and it has been agreed that an Enterprise Tool is essential for the Business. Therefore a full procurement exercise is required to find the right one.
What total investment is required?	£122,400 over 2 years. As part of the GCloud 10 framework there is an option to extend for a further year or 2 years. We will review the contract at the end of the period and take appropriate action.
What options have been considered?	• GCloud10 Framework • Full tender exercise • Discontinue the use of dedicated software as a PMO Tool.
What are the benefits that will be delivered?	A longer term solution that meets a refined set of requirements. • Consistent governance • Provision of a single view of projects and programmes and escalation of matters requiring management attention. • Provision of bespoke management information & analysis • Development of the change capability across the borough through training, coaching and mentoring.
What are the key business impacts both positive and negative?	Positive: • Greater governance of all activity • Improved quality of project management approach

	• Consistent tools and techniques • Greater adoption of supporting principles Negative: • Lack of adoption or support for the chosen tool

2. Delivering the Project	
How will the project be delivered?	The project will be delivered using a set of phases and include key Project Team Members and a set of users with varying experience. A working group of various stakeholders attended workshops, defined the requirements and conducted a review of the market. The project will be funded through a bid for Transformation Reserve. A Project Board will be responsible for approving plans that support the delivery of the project, and making decisions on escalated risks and issues. The GCloud 10 framework has been used to select suppliers that meet our requirements and our IT Security compliance features. The procurement route will be completed through GCloud 10. The selected supplier (Execview) will work closely with the PMO to implement the system and provide any training required within our timeframe.

Delivery Confidence RAG Rating		
☐ **Red - Completely new approach, a new pilot and/or process with a new supplier.**	☐ **AMBER – Known method/process/ supplier but not used before.**	☒ **GREEN – Tried and trusted method/process with known supplier.**

What are the top level milestones for the project?	• Checkpoint 2 – 15th November 18 • Non-Key Executive Decision sign off – 21st December 2018 • Contract Awarded – 31st December 2018 • Current contract expires – 31st March 2019

Route to approval if known				
☐ Consultation	☐ Key Decision	☒ Non key Decision	☐ Cabinet Approval	☐ Other (specify)
Date:	Date:	Date:	Date:	Date:

What are the top level risks to the project?	Timeframes for delivering the project are very tight as the current Execview contract is due to expire on the 31st March 2019.
What assumptions have been made?	
What is included and excluded from scope?	In terms of use, the tool is intended for use by the London Borough of Havering, oneSource and external suppliers although this will be minimal. In terms of activity, the tool can be used for all related activity but the level of complexity of the activity will dictate the level of monitoring and governance.
What project board will this project report to?	The Opportunities Steering Group
Who are the identified stakeholders for the project?	The stakeholders are all of the service users that are currently utilising the PMO Enterprise Tool, to manage and track progress of their projects, this includes the PMO team and SLT Members.
Who or what are impacted by this	There will be no headcount reduction as a result of this project.

project (including headcount reduction)?	

3. What are the critical success factors for the project

Deliverable	Success measure

4. Total Cost and Saving Projections please attach appendices if required

Supporting Narrative:

Existing Revenue Budget indicate if HRA, Grant, or General fund applicable, Transformation	Yr1 18/19	Yr2 19/20	Yr3 20/21	Yr4 21/22	Yr5 22/23	Total
Cost centre 1						
Cost centre 2						
Total:						
One off Capital costs e.g. significant building modifications						
Cost A						
Cost B						
Total:						
One off Revenue costs						
Cost A						
Cost B						
Total:						
Ongoing Costs e.g. Programme Manager, Legal Advice						
Cost A						
Cost B						
Total:						
Savings e.g. Existing budget less ongoing costs or income generation						
Saving A						
Income generation A						
Total:						

5. Financing the Project

What assurances can you give that costs/benefits identified will be delivered?	We have already been using a software tool for 2 years, and Havering's central Programme Office has fulfilled the need for better management of transformation activity through: • Consistent governance • Portfolio, Programme and Project set up & monitoring • Bespoke Reporting By continuing to use a software tool we can strengthen and develop the support and guidance that the Programme Office offer service areas with their projects and programmes.
	What methods of value for money have be used? eg Benchmarking, soft market testing, competitive analysis:

What are the key financial risks to the proposed option?	

Financial Confidence Rating		
☐ RED - Indicative figures that are yet to be ratified, further work required to develop full costings and/or savings.	☐ AMBER - Costs and saving identified for part of the project but delivery in some areas is uncertain.	☐ GREEN – Costs are known and saving targets are deliverable.

If savings been listed under MTFS or any other savings target please explain?	There are no recognisable cashable savings in this project.
Can this project be delivered within existing budgets if not why not?	No, existing budgets are currently being used to secure the extension of our current tool while the project takes place to procure a new tool.
What other sources of funding could be considered?	Transformation Funding

6. Initial Equality & Health Impact Assessment Checklist	YES	NO	Action
Are you changing, introducing a new, or removing a service, policy, strategy or function?	☐	☒	If you answered YES to any of these questions complete full EQHIA
Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	☐	☒	If you answered NO Please provide an explanation on why your activity does not require an EQHIA below.
Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	☐	☒	*This is essential in case the activity is challenged under the Equality Act 2010.*
EQHIA not required:			
Further guidance and advice https://intranet.havering.gov.uk/help-with-work/equality-impact-assessment/			

7. Consultation & Approvals			
Who has been consulted with?		**Who has approved this?**	
Risk Management		Responsible Director	
Equality & Diversity		Chief Financial Officer	
HR		Transformation Board	Yes
Legal		Lead Member	
Procurement	Worked with Mark Batchelor to undertake procurement process through GCloud 10.	Other Board	
Finance Business Partner	Yes – Sam Gable	COO	Yes – Jane West

Appendix 1 Version History		
Revision date	**Revision by**	**Summary of Changes**

Delivery

DELIVERY

Approved Business Case

All project documentation to be stored in Execview.
Toolkit/documents. Recommended Folder Structure:
1. Project Documentation
2. Board Agendas/Minutes
3. Communications
4. Decisions
5. Finance and Procurement
6. Suppliers
7. Resources
8. Research/Supporting Evidence
9. Presentations
10. Reports

Project now moves to day to day management in Execview

Items needed:
- Stakeholder map
- Board Members
- Milestone / Project Plan
- RAIDs
- Deliverables
- Tasks list
- Finances including cost and savings
- Checkpoint Scorecard per project
- Programme Scorecard per programme
- Portfolio Scorecard per portfolio
- Project information must be updated every 1 -2 days

Governance Board

Items needed:
- Board Term of Reference
- Agenda and minute templates
- Checkpoint Scorecard

Oversight PMO

PMO Oversight and Peer Challenge
- Review Risk Log
- Quality assurance
- Finance tracking