

## Our top tips to think about when developing a Business Case

- 1) **Only start if you have the drive, determination, capacity and leadership** to see the project through to full business case approval and construction, as stopping and starting will waste lots of time and money.
- 2) **Will you get the support needed to make it happen?** Establish whether the requirement is an organisational priority, and does it have clear leadership. This will help get the resources, support or approvals needed.
- 3) **The strategic case is first for a reason.** Don't start an OBC until you have your service requirements, objectives and measurable benefits really thought through, determined and signed up to by key organisations. Also, don't start an OBC until you have a site or location identified and have initially assessed a long list of options.
- 4) **Is a built environment solution the one you need?** An operational or digital change may be more effective and quicker to implement.
- 5) **Do you have a full understanding of the requirement?** When you do, test it. Remember - 'want' and 'need' may be different amongst your stakeholders.
- 6) **Have you properly understood the clinical demand?** Documenting this will help your property teams to provide all the estate options that could satisfy this, and clearly set out the pros and cons for each.
- 7) **Cost V Benefit.** You need to genuinely be able to explain why the millions of pounds investment is worth it – what benefits will be delivered for the investment. You need to be able to quantify benefits to provide a robust case for change.
- 8) **Understand the approval route and engage approvers early,** find out what they are expecting to see, and keep them involved throughout the process, e.g. part of project governance.
- 9) **Who have you got on board?** Engage all stakeholders early, leadership and stakeholder engagement is key... Commissioner/Provider/National partners – get a full understanding of their perspective and role in the project, and you will save a lot of time.

- 10) How will it be funded?** Know your financial envelope / source of funds, and the rules to access them. You may need to adjust solutions and make choices to match available budgets.
- 11) What will it cost (capital, revenue)?** You will also need to understand all cost impacts to partners and the wider NHS and reach an early agreement on affordability.
- 12) Can you take guidance/inspiration from other projects?** If someone else has done something similar, what can you learn from them?
- 13) Does everyone know what they need to do?** Work up a detailed programme and brief decision-makers early so they know what to expect / approve and when. Allocate resource - you won't just need money, you will need people with skills and/or enthusiasm and time.
- 14) How will everyone work together?** Ultimately, collaboration is key across all partners to deliver successful optimisation projects, so make sure you have the right governance, and a one-team ambition, from the outset.

**To find out more or contact a member of the team to discuss, visit: [www.gbpartnerships.co.uk/businesscases](http://www.gbpartnerships.co.uk/businesscases)**