

STAKEHOLDER ENGAGEMENT

AT BUSINESS CASE

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Introduction

12-26 April Business Case Week

Following the Introduction to Business Cases webinar held in November 2020, the Business Case Festival will see the TFDP host a webinar for each of the five cases, as well as this one on stakeholder engagement, walking through towns in more depth the requirements and best practice guidance:

- Strategic case (13 April)
- Economic case (14 April)
- Commercial case (16 April)
- Financial case (19 April)
- **Stakeholder Engagement (22 April)**
- Management case (26 April)

Objectives

By the end of the Business Case Festival, we aim to help Towns gain a better understanding and knowledge of what is needed to produce a compelling and compliant business case.

Session Objectives



In this session, we will help provide Towns with tools and knowledge to maintain healthy engagement at Business Case



We will explain the need for health communication at Business Case and how carrying out robust stakeholder engagement will enable this

The Journey So Far

During Stage One, you've carried out a lot of groundwork for engagement.

By initiating this dialogue with your local community, you have ignited their interest and paved the way for ongoing engagement at the Business Case.



Summary of engagement

- Identification of stakeholders
- Stakeholder engagement plan
- Stakeholder meetings
- Ongoing monitoring, evaluation and reporting



Highlights

- Development of TIPs with stakeholder engagement at heart
- Combining digital and traditional engagement methods to reach as many stakeholders as possible
- Involving stakeholders from the start in your Towns Fund journey



Key themes

- Reflecting benefits your projects will bring to your community
- Building trust
- Highlighting the role of Social Value in your projects
- Using simple and accessible communications to actively involve stakeholders

Business Case



The Business Case is setting out the case for investment.



It needs to clearly set out the case for change, demonstrate that the investment is good value for money, affordable and deliverable.



It must be developed for each of your town's selected projects.



A requirement is to demonstrate how engagement helped shaped your projects vision, and how it'll help you deliver projects.

The Five Cases

The **Strategic Case** should clearly demonstrate a golden thread of evidence of need:

- vision and objectives
- proposed investment
- outcomes and impacts

This Case should state the key stakeholder groups and particular business partners and how they've influenced, shaped, and supported project scopes.

Requirements of Strategic Case include:

- list of stakeholders
- summary of engagement & evidence gathered
- summary of stakeholder view & how its influenced strategic case.

FIVE CASE MODEL

STAKEHOLDER ENGAGEMENT

- **STRATEGIC CASE**
Sets out the rationale and options for investment, and how it provides strategic fit
- **ECONOMIC CASE**
Determines the investment's value for money and how it delivers best public value to society, including wider social and environmental effects
- **COMMERCIAL CASE**
Sets out the commercial viability, procurement strategy and risks
- **FINANCIAL CASE**
Demonstrates the affordability and funding, including the support of stakeholders and customers, as required
- **MANAGEMENT CASE**
Demonstrates that robust arrangements are in place for the delivery, monitoring and evaluation of the project

The Five Cases

The **Economic Case** should identify the proposal that delivers best public value to society, including wider social and environmental effects.

Requirements of Economic Case include:

- list of options
- benefits appraisal
- risk assessment
- sensitivity analysis

Each of these requirements will be affected by stakeholder sentiment and how the public perceive your projects, therefore it is important to take stakeholder engagement into account when preparing your Economic Case.

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STAKEHOLDER ENGAGEMENT

The Five Cases

The **Commercial Case** should demonstrate that the projects you are putting forward will result in a viable procurement and a well-structured Deal between the public sector and you, as its service providers.

Requirements of Commercial Case include:

- service requirements and outputs
- risk allocation
- key contractual arrangements

Similarly, to the Economic Case, it will be important to include stakeholder reaction and the success of engagement within your risk allocation. Stakeholder advocacy and buy-in will reduce risk and ensure that your projects are commercially viable in the longer-term.

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The Five Cases

The **Financial Case** should demonstrate the affordability and funding of the preferred project options, including the support of stakeholders and customers, as required.

You should also include the stakeholders – such as senior project leaders, funders, businesses, public and decision makers - that support projects and their continuing viability.

An important aspect of the Financial Case is proving that you have leveraged stakeholder support – testimonials and statements are particularly useful to demonstrate this.

Requirements of Financial Case include:

- overall affordability and funding
- impact on income and expenditure
- confirmation of stakeholder/customer support

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FINANCIAL CASE

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MANAGEMENT CASE

Demonstrates that robust arrangements are in place for the delivery, monitoring and evaluation of the project

The Five Cases

The **Management Case** should demonstrate that robust arrangements are in place for the delivery, monitoring and evaluation of the scheme, including feedback into a strategic planning cycle.

When developing your Management Case, you must consider who is (and should be) involved in your projects, including users, commissioners and other key stakeholders.

Once you've identified the key stakeholders, you can then include a strategy and plan laying out a programme of stakeholder engagement activities that will help you deliver your projects.

Requirements of Management Case include:

- programme and project management governance arrangements
- risk management arrangements
- benefits realisation arrangements
- contingency arrangements and plans

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Building Stakeholder Engagement



1

REVIEW

stakeholders through the lens of your confirmed projects. Use our [stakeholder and community audit guidance](#) to inform this step.



2

SUMMARISE

stakeholder engagement activity undertaken as part of developing your TIP. This will need to be outlined as part of the Strategic Case.



3

COMMUNICATE

any changes to proposed projects – including any no longer being taken forward. Update stakeholders and members of the public who responded to any TIP consultation, after checking that you have permission to do so.



4

INVOLVE

stakeholders in your review of the Strategic Case, building on engagement undertaken to inform the TIP and providing an interactive opportunity for stakeholders to challenge and assist in shaping the future direction of projects.



5

SECURE

statements of support from partners and co-funders to demonstrate affordability and fundability as part of your Financial Case.



6

ENGAGE

with stakeholders on the Management Case, consulting with partners who will play a role in delivering projects or will form part of the governance arrangements.



7

EVIDENCE

your plans for ongoing engagement in the Management Case, identifying key stakeholders and showing how you will engage with them through development, delivery and operations.



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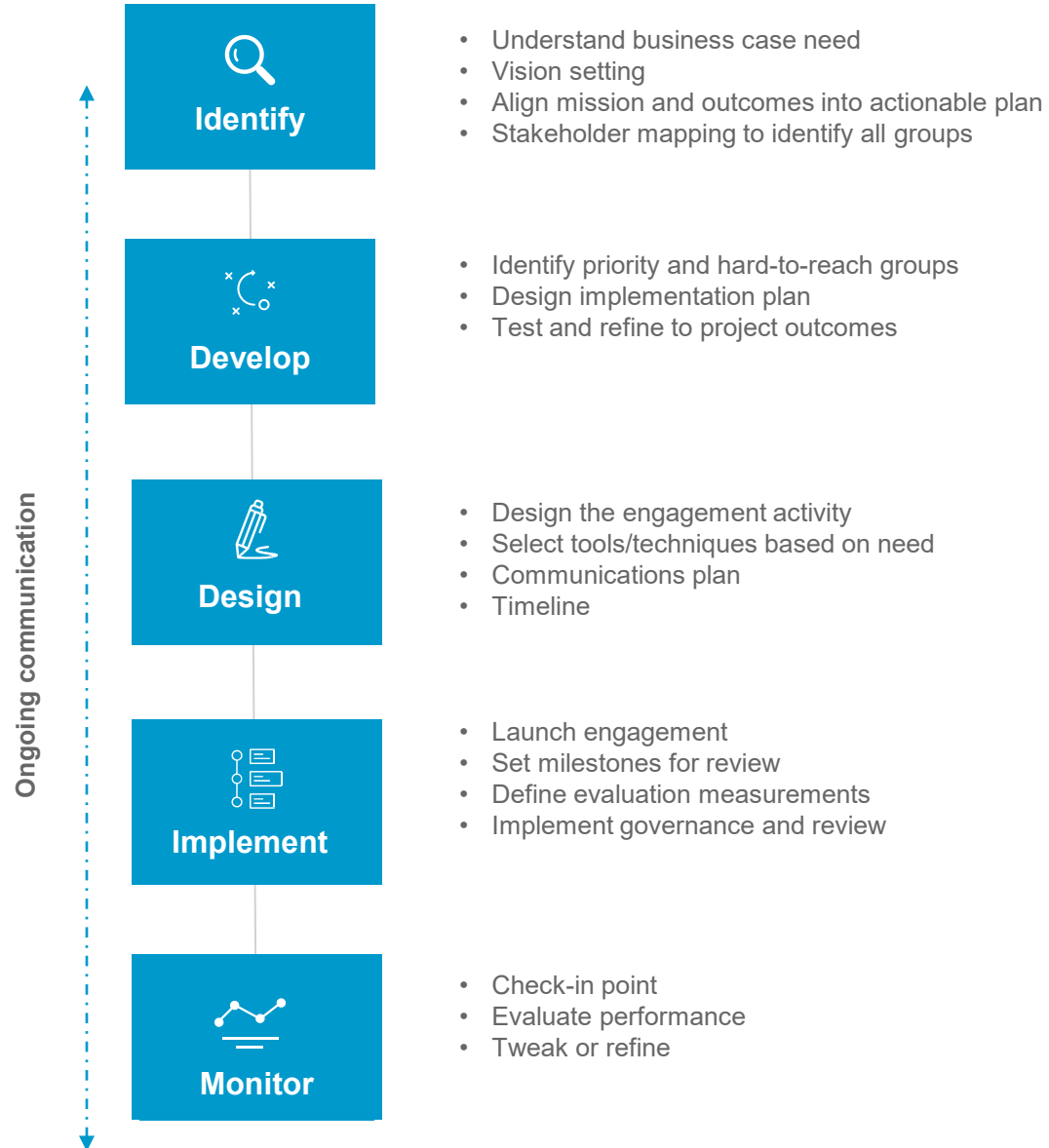
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monitoring and evaluation criteria with stakeholders and identify those who can provide measurable data on project performance that you can use.

Engagement Model

This simple tool can help you create and implement an engagement plan.

This is a standard model to follow, and will enable you to develop engagement at micro-project level.



Engagement Methods

Engagement can be undertaken using a wide range of channels, including:

Online	Offline
Traditional and Social Media <ul style="list-style-type: none">Local press, online community forums, vlogs, additional promotional video content	Public Realm <ul style="list-style-type: none">Drop-in sessionsRoadshow
Personal networking	Billboards/ Posters/Hoardings
Online Advertising Digital marketing and emails	Local Advertising Newspapers and newsletters
Video Conferencing or Webinars	Survey & Feedback forms



Stakeholder Plan

Each project's Business Case should reflect the benefits it will bring to your town's community and can expand on the vision described in your TIP.

Your Stakeholder Plan should:

- Summarise all the components of your engagement approach (e.g., tactics, programme dates and content)
- Ensure the views and aspirations of the local community are represented

Social Value

Embedding Social Value across your projects is also key to successfully engaging stakeholders and transcribing their asks into your Business Cases.

Social Value is the change created within communities that leads to improved well-being and quality of life as a result of a project. This process starts with a real, in-depth understanding of priorities and local needs.

Outlining clear social value outcomes in your projects' business cases will help ensure that desired outcomes are embedded in projects' concept and design phases.

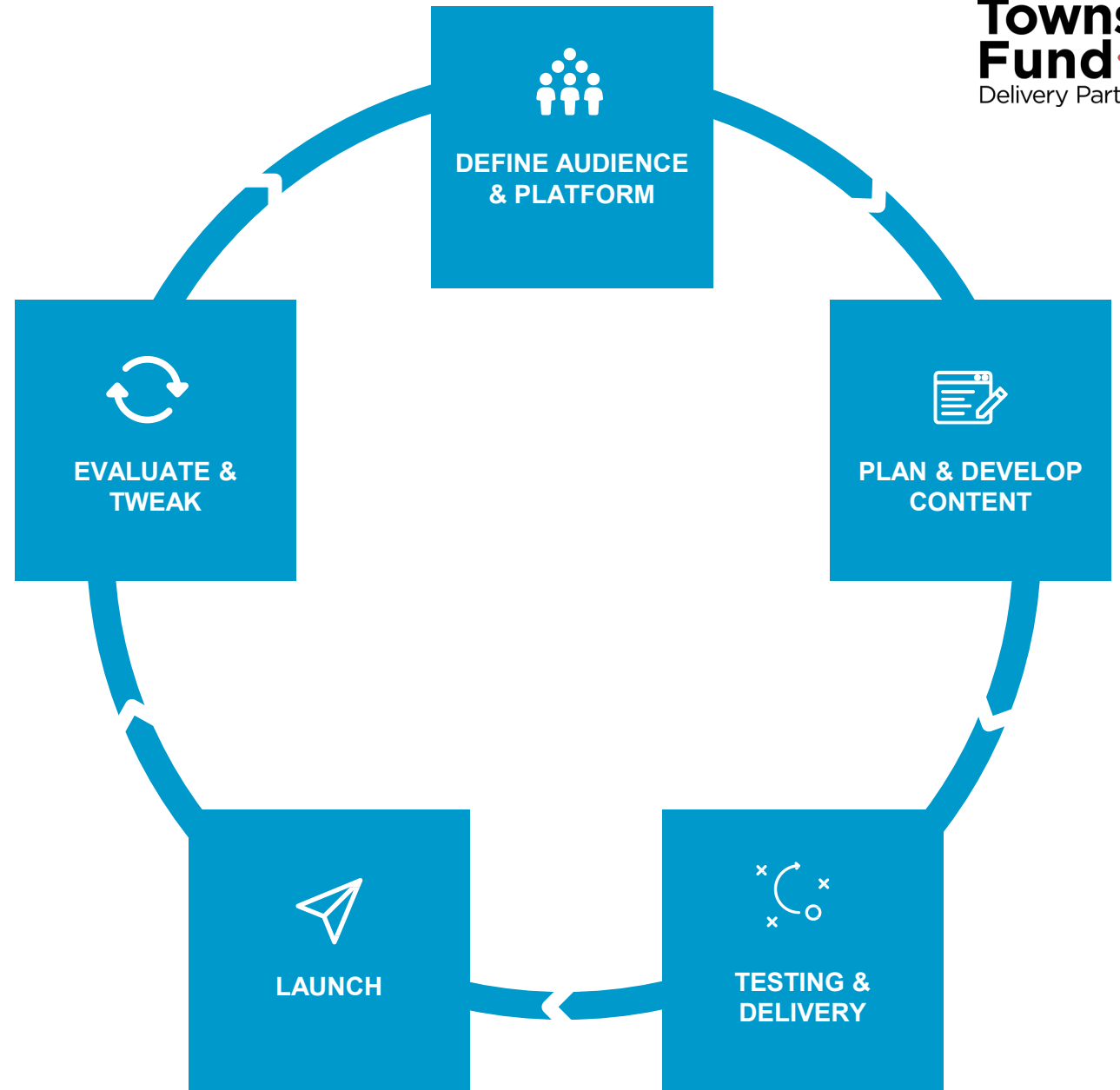


Communications Approach

A good Communications Approach should deliver results to all stakeholders.

This is ongoing and iterative, and like our 'wheel of engagement' you may remember from our guide to effective stakeholder engagement during Stage One, is a constantly evolving process.

Similarly to during Stage One, regular evaluation is key to a successful Communications Approach.





Top tips: Do's and Don'ts

Do's

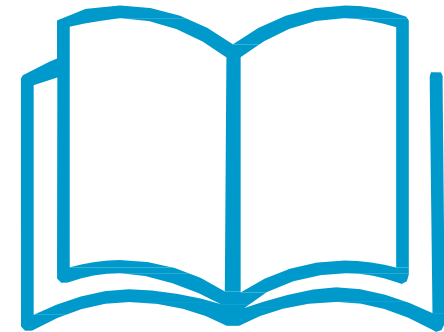
- Have clear and consistent messaging
- Stakeholder mapping for each project
- Monitor, evaluate and update your approach based on stakeholder sentiment
- Remember the vision for your projects when communicating

Don'ts

- Over communicate
- Stop engaging
- Forget to include stakeholder engagement in each of the Five Cases
- Ignore project milestones - make sure you communicate each new milestone

Engagement resources

- For continued Towns Fund support, please contact your Town Coordinator
- Stakeholder Engagement Plan Guidance
 - <https://townsfund.org.uk/resources-collection/h14syu22sohcu0m5jrduivtgr68xw1>
- Stakeholder and Community Audit Guidance
 - <https://townsfund.org.uk/resources-collection/stakeholder-audit-report-guidance>
- Stakeholder Engagement in Stage 2 Guidance
 - <https://townsfund.org.uk/resources-collection/stakeholder-engagement-in-stage-2>
- Communicating Milestones:
 - <https://townsfund.org.uk/blog-collection/communicating-milestones?rq=communication>
- Talk of the Town: place-based storytelling
 - <https://townsfund.org.uk/blog-collection/eiic2f4yz57xifmznbgvny32zpqw20>
- Getting Engaged
 - <https://townsfund.org.uk/blog-collection/getting-engaged>



Additional Guidance

Social value	Social Value 101 Social Value in Procurement (Crown Commercial Service)
Health and wellbeing	Including Health and Wellbeing in your TIP Health and Wellbeing Dashboard Mitigating the impacts of COVID-19 Evidence in your TIP: Health and Wellbeing
Climate Change / Net Zero	You've declared a Climate Emergency – What next? You've declared a Climate Emergency... Next steps: Transport Taking account of Net Zero in your TIP National Strategic Brief: Climate Change
Education and training	Introduction to Education, Skills & Enterprise
Planning & EIA	Addressing your Planning, EIA and HRA needs in your business case Road to Delivery: Planning & EIA requirements Introduction to Planning, EIA and HRA Introduction to Environmental Monitoring & Impact Analysis EIA Screening Guidance Biodiversity Net Gain Webinar
Business Case	HM Treasury Project Business Case Guidance

Q&A



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