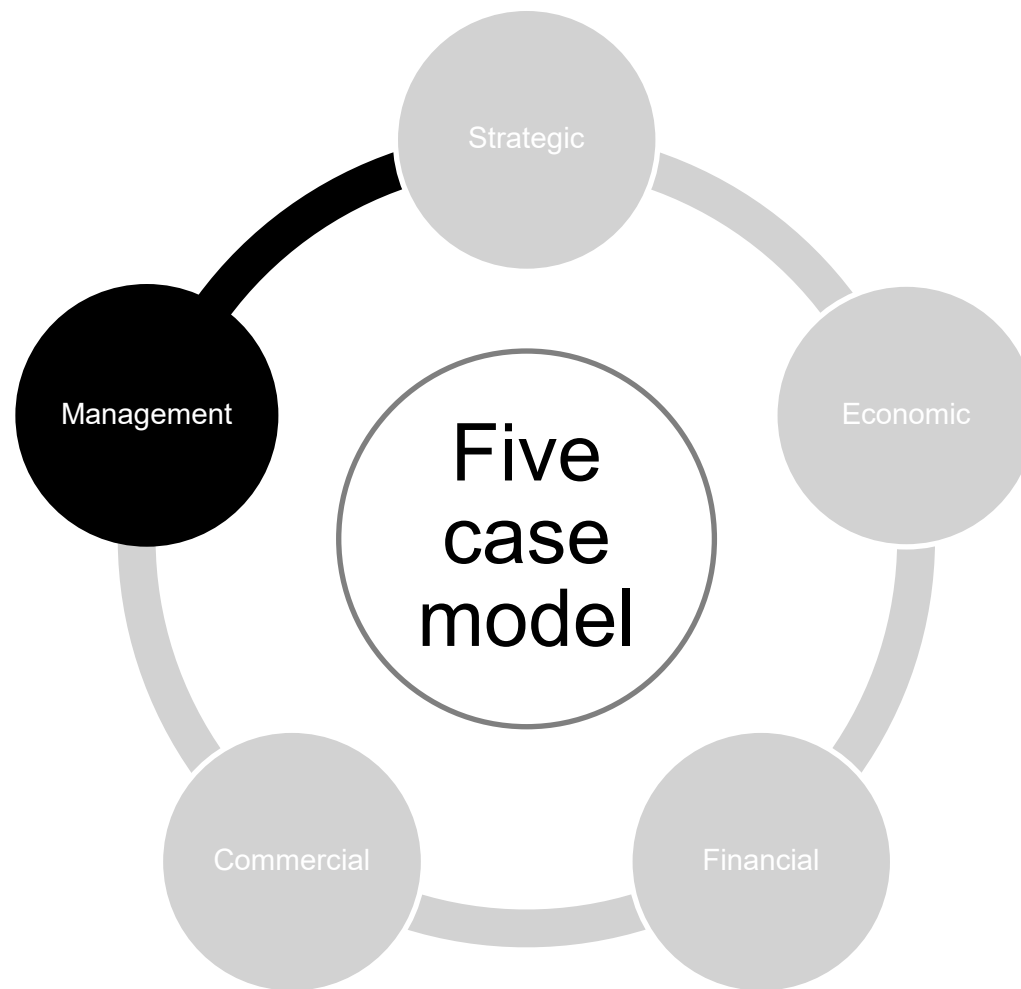


# Management Case Good Practice

*26 April 2021*



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# Introduction

## 12-26 April Business Case Festival

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, walking through towns in more depth the requirements and best practice guidance:

- Strategic case (13<sup>th</sup> April)
- Economic case (14<sup>th</sup> April)
- Commercial case (16<sup>th</sup> April)
- Financial case (19<sup>th</sup> April)
- Stakeholder Engagement (22<sup>nd</sup> April)
- **Management case (26<sup>th</sup> 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.

## Audience

This session is aimed at project management practitioners who are contributing to Towns Fund business cases or managing their development.

It is pitched at those with some knowledge and experience of business cases.

## Session Objectives

This Management Case Good Practice webinar will provide an overview of the issues that you will need to consider in order to develop your delivery plans:

- organisation and governance
- methodology and controls
- scope and programme
- cost and risk
- reporting and assurance
- stakeholder management
- benefits management

# Introduction

## Agenda

### Speakers

- Alistair Godbold – Nichols, Programme Manager with over 30 years experience, Hon Fellow APM and chartered project professional
- Mark Jones – Nichols, authored the management and commercial cases for Crossrail. Extensive experience of leading major public procurements and third party agreements

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1. Foundation for initiation

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2. Guidance and Resources

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3. Management Case Overview

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4. Tops Tips: Do's and Don'ts

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5. Q+A

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# Planning!

**Plan is  
nothing.  
Planning  
is  
everything**

~ Dwight Eisenhower ~

[www.StatusMind.com](http://www.StatusMind.com)

# Business case is foundation for Initiation

Develop Business Case

Project Initiation / delivery

Project Initiation

## Foundations

- Management Case
- Commercial Case
- Informal Sponsor

## Formalise

- Sponsor
- Project Manager
- Governance and reporting

Webinar – **Looking Ahead to Project Initiation 16 February 2021**

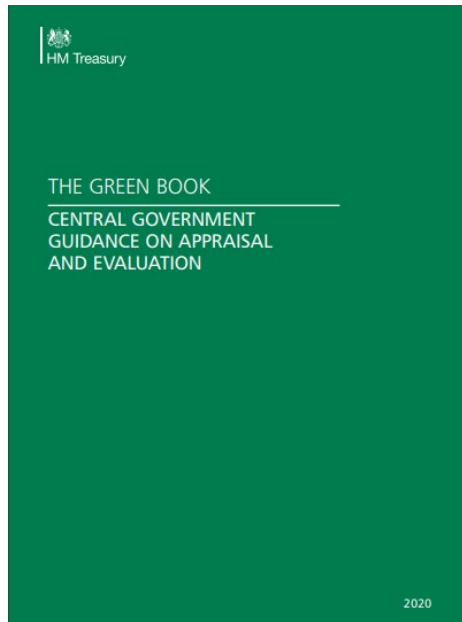
<https://townsfund.org.uk/events-list/project-initiation>

# Guidance and Resources



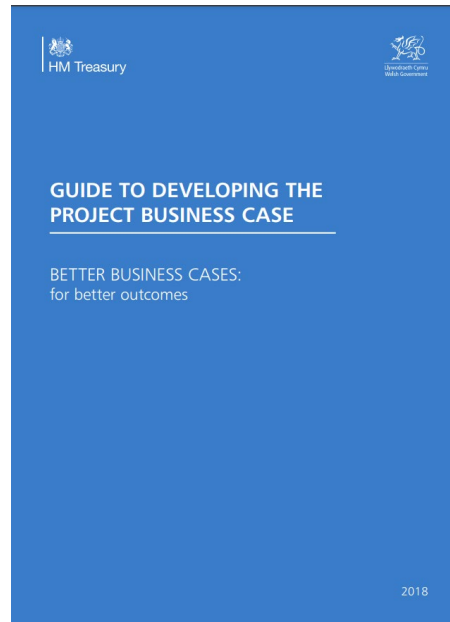
# Guidance and Resources

The following guidance and resources are available online to support the Management case:



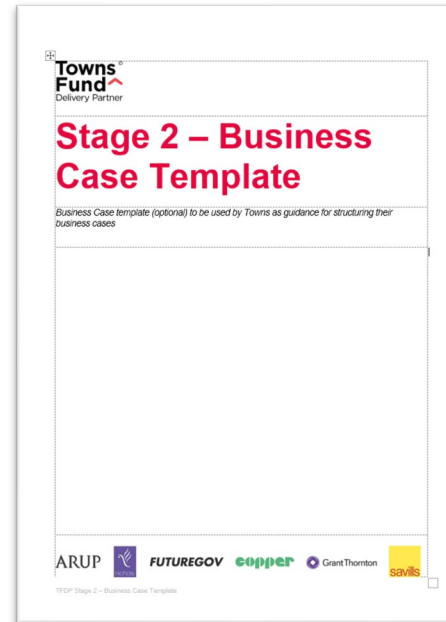
## HM Treasury The Green Book

Guidance on how to appraise policies, programmes and projects



## Guide to developing the business case

Guidance on how to appraise policies, programmes and projects



## TFDP Business Case Template

Optional business case template and proportionality guide

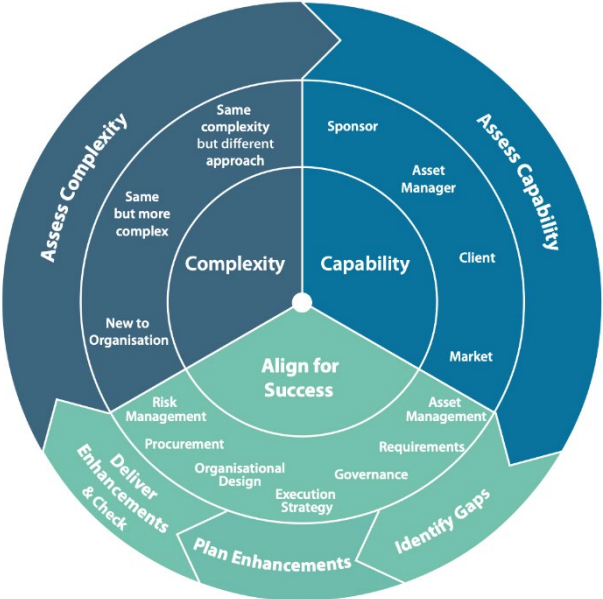


## Government Functional Standard

Guidance on how to manage projects and programmes

# Guidance and Resources

The following guidance and resources are available online to support the Management case:



## IPA Principles for project success

Guidance on some of the fundamentals that may need to be addressed in the case

## Project Initiation Routemap

Guidance on a number of issues including complexity and setting up for success

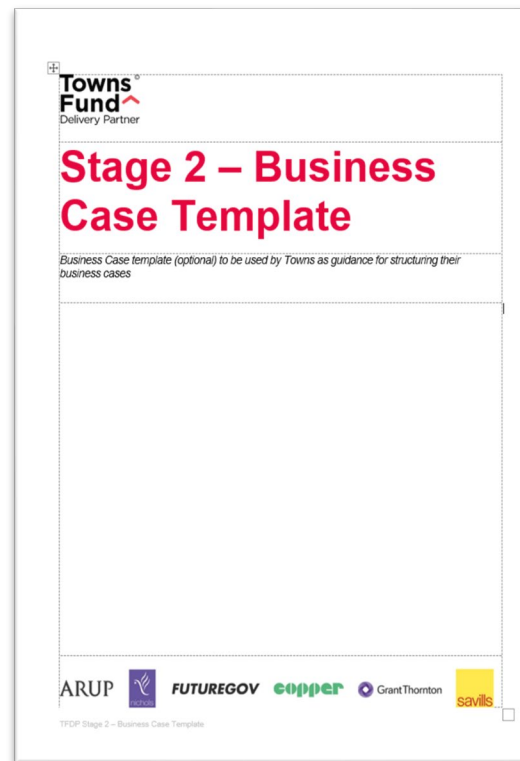
## Project Management Good Practice

Upcoming guidance on Towns Fund web site

# TFDP Business Case Template

The optional TFDP Business Case Template and Proportionality Guide is available on the website.

- Best practice guidance on structuring your business case
- Includes the proportionality assessment tool, designed to help you understand the level of detail required for each project business case
- Summary document: as part of the business case process, the summary document is mandatory, and must be submitted to MHCLG for approval



	Less detail	More detail
<b>Commercial case</b>		
Number of parties	1	>3
Procurement experience	Procured before	Never procured
Risks and allocation	Clear and obvious	Shared and need defining
Market assessment	Sufficient capacity	Limited capacity
Procurement route	Framework	Negotiated deal
Contract conditions	Standard, used before	Modified, complex
Payment mechanisms	Cost reimbursement	Target price
Incentives	None	Pain / Gain
Assurance required	Minimal	Independent
Value added	Minimal	Multiple opportunities
<b>Management case</b>		
Technical complexity	Low	High
Novelty	No novel aspects	Little experience
Delivery risks	Few and manageable	Many, likely, resource hungry
Dependencies	Few	Many
Delivery model	Single body	Multi-party
Project team	1-3	>5
Project model	Single	Part of a programme
Stakeholders	Passive management	Active management
Assurance required	Minimal	Independent
Benefits	Clear, concise, measurable	Multi-faceted

# Synthesising TF and HMG Processes

## TF Process

- ↓ Town Investment Plan
- ↓ Heads of Terms
- ↓ Project(s) confirmed
- ↓ Business Case(s)
- ↓ Assurance
- ↓ Summary Document
- ↓ Decision
- ↓ Funding Release
- ↓ Delivery

## HMT Guide to Developing the Management Case

### SOC

- Participants
- Achievability
- Proposed management approach
- Plan for developing management proposal

Gate Approval – Proceed to Development Stage

### OBC

20. Plan project management
21. Plan change & contract management
22. Plan benefits realisation
23. Plan risk management
24. Plan project assurance

Gate Approval – Proceed to Pre-Contract Stage

### FBC

30. Finalise project management & plans
31. Finalise change management & plans
32. Finalise benefits realisation & plans
33. Finalise risk management & plans
34. Finalise contract management & plans
35. Finalise post-evaluation arrangements

Gate Approval – Authority to Contract



# Management Case Overview

# What is the Management case?

## Purpose:

The practical arrangements for project implementation. It demonstrates that a preferred option and its benefits can be delivered successfully.

## Key questions the Management case aims to address:

- *Are there realistic and robust delivery plans?*
- *How have you managed optimism bias?*
- *How can the proposal be delivered?*

## TFDP Business Case Template: Content of the Management Case

- Introduction
- Project organisation and governance
- Assurance
- Scope management
- Programme / schedule management
- Risks and opportunities management
- Project management
- Stakeholder management
- Benefits, monitoring and evaluation

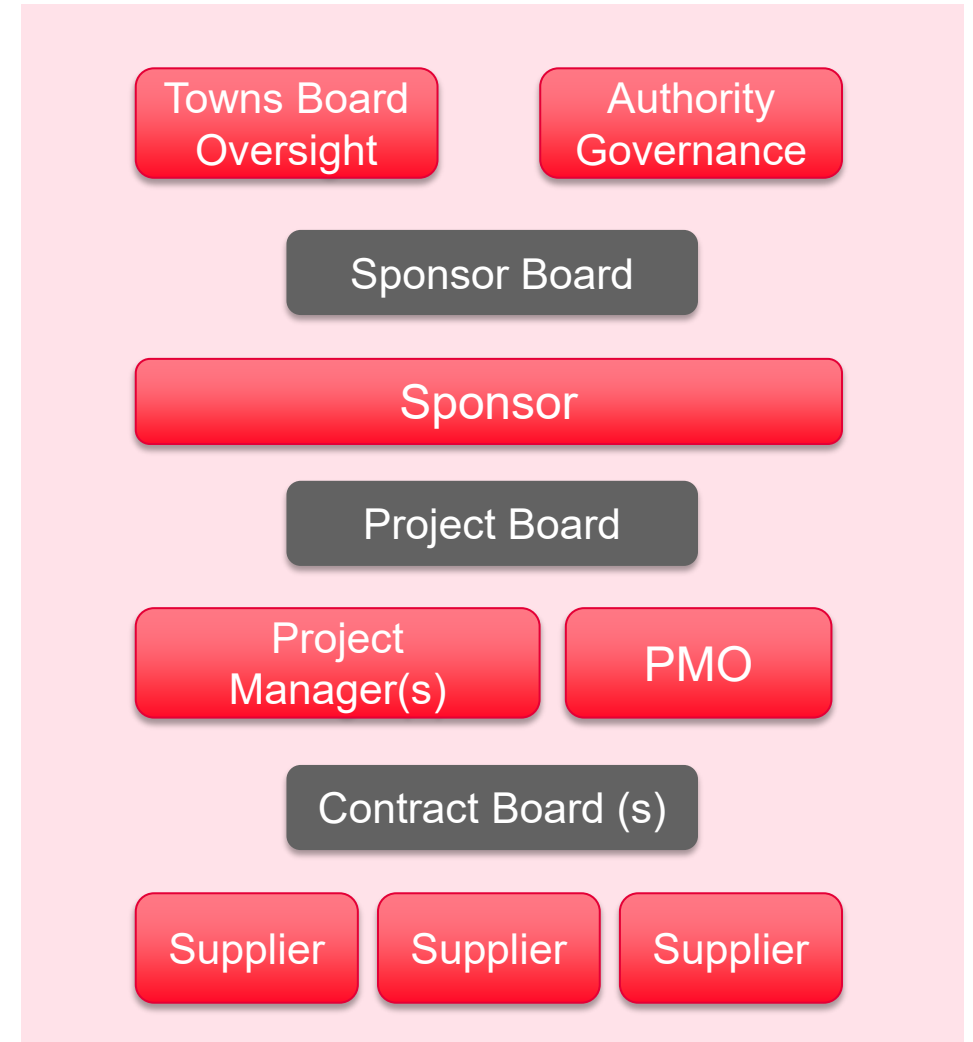
# Introduction and Governance

## Introduction

- Purpose and aims
- Approach to deliverability
- Rationale supported by evidence of application on similar projects
- Assumptions relevant to this case

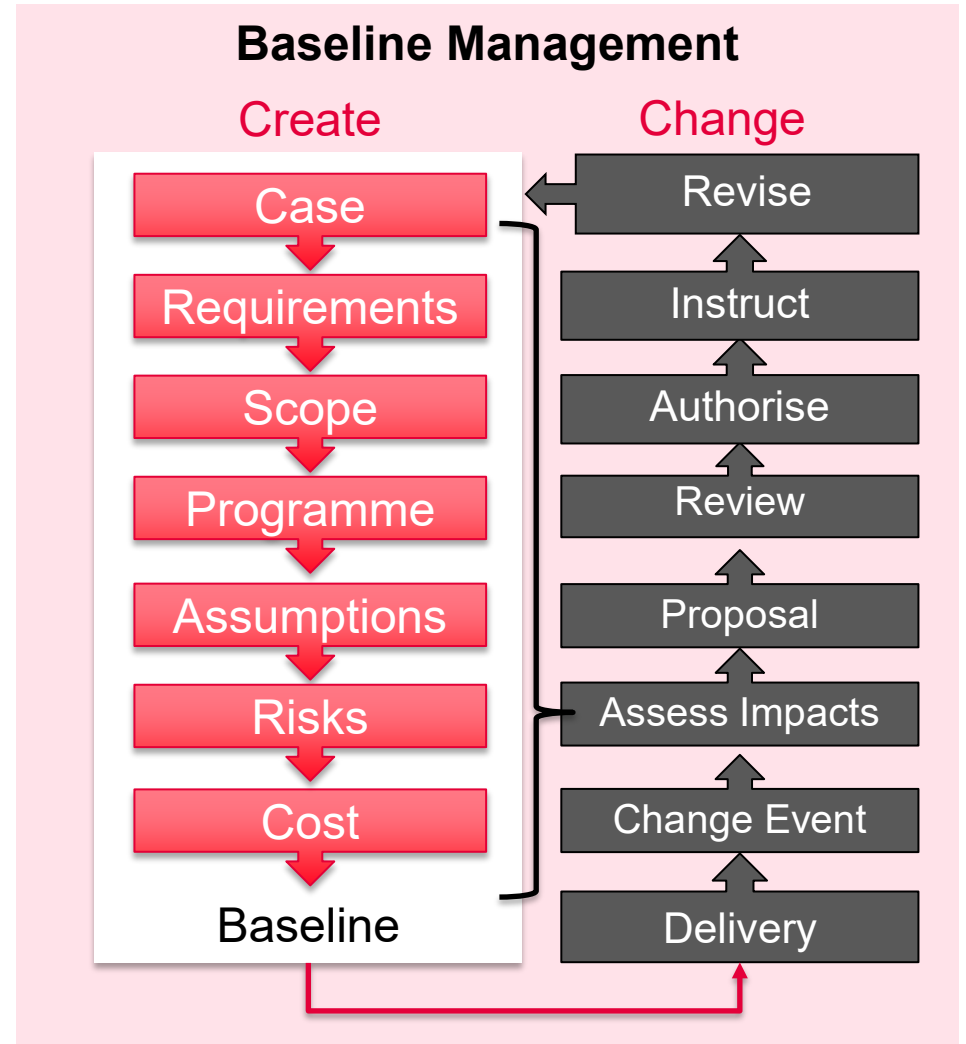
## Project organisation and governance

- Roles, accountabilities, and responsibilities - details of participants with reference to TIP
- Project delivery organisation functions, key roles, capability, competences – including resourcing strategy (internal / external)
- Governance arrangements for oversight and approvals including delegated authorities



# Project Management

- Proposed project management approach / methodology
  - Statement describing intent to apply existing or need to develop new processes
- Summary of:
  - key processes for controlling scope, programme, cost, risk, HSE (health safety and environment), assurance and reporting
  - processes for managing key interfaces, consents, and compliance
  - approach to information management
- Details for managing change linked to organisation, governance and delegated authorities





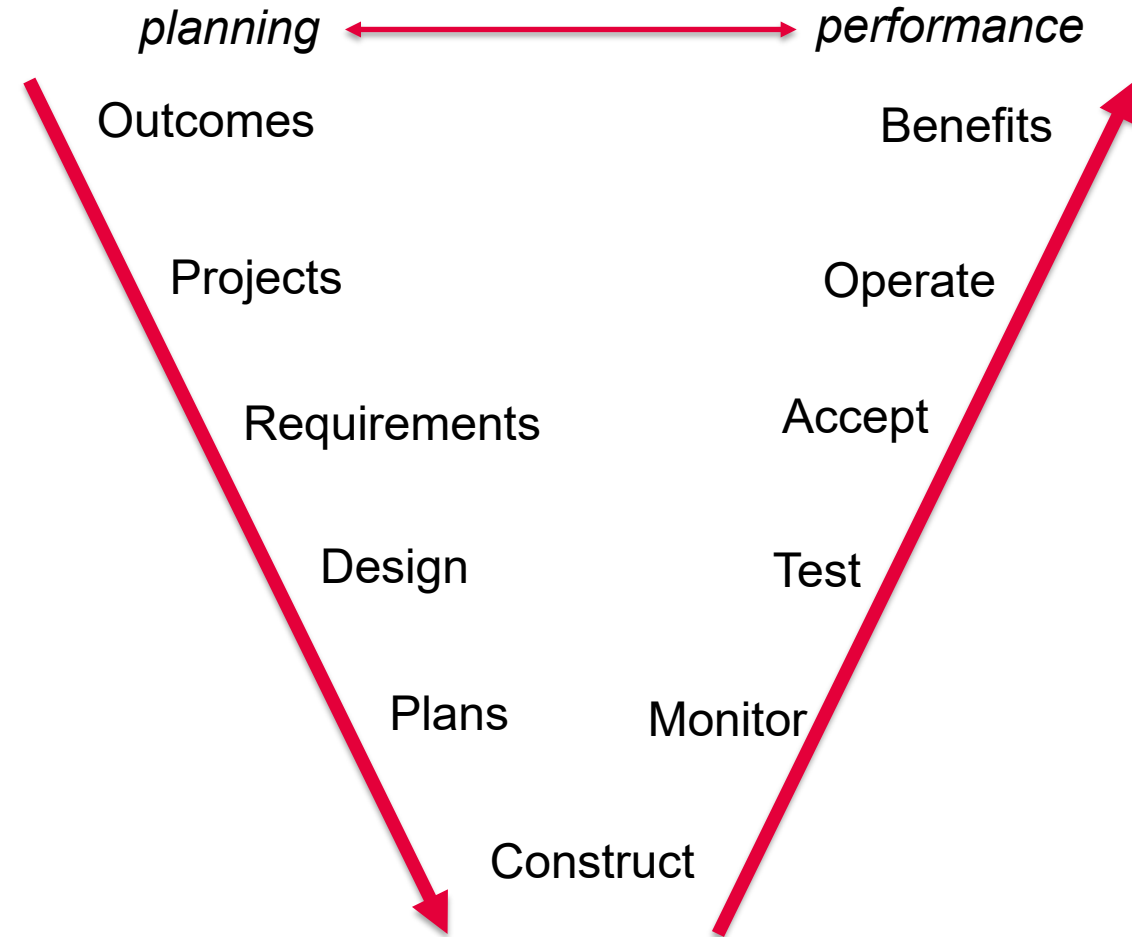
# Managing Scope and Programme

## Scope Management

- Scope of the project and its key elements
- Approach to specifying, approving, and managing requirements
- Approach to solution development, confirmation management, acceptance
- Interfaces with third parties and management approach

## Schedule Management

- Approach to planning and scheduling
- Structure, milestones, interdependencies inside the project, with other projects or activities
- Timeline, forecast completion as a range
- Basis of and confidence in forecasts including optimism bias



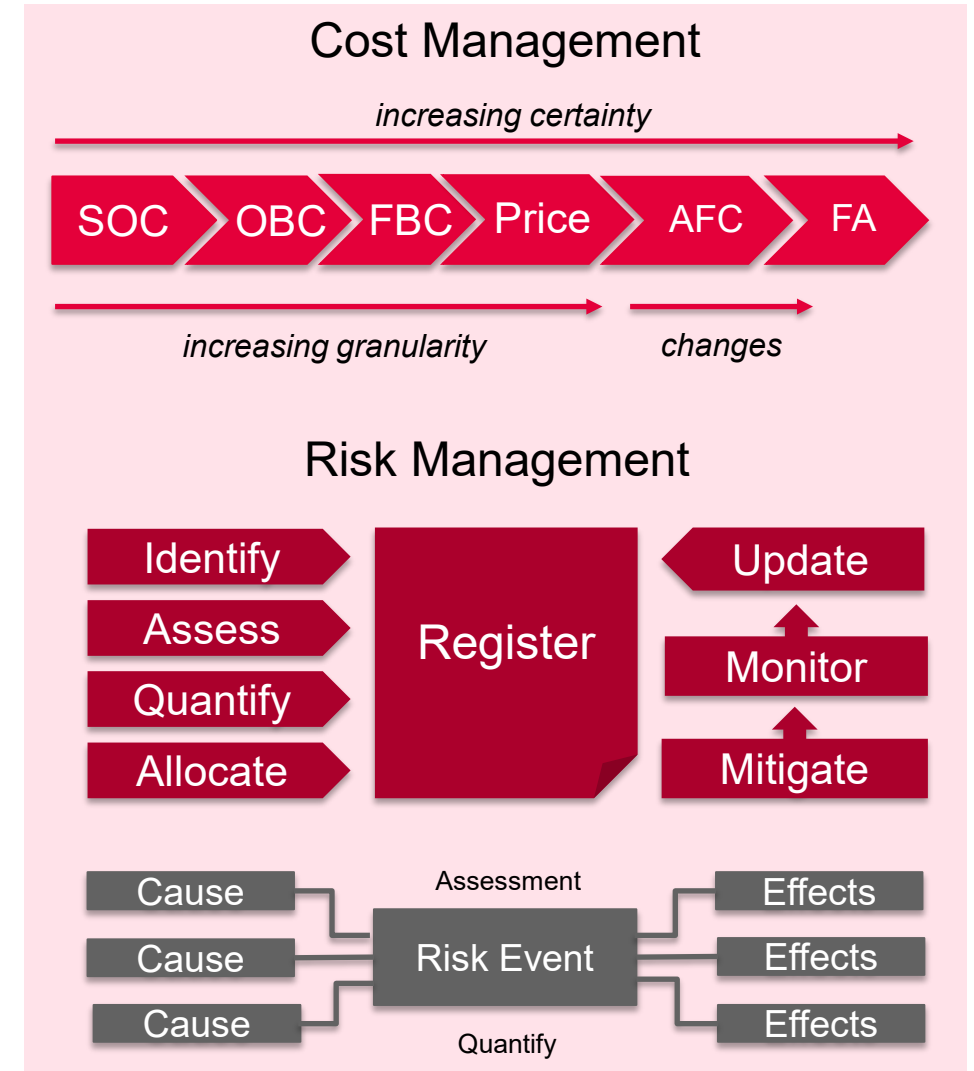
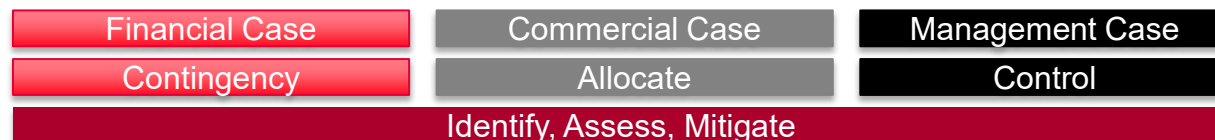
# Managing Cost and Risks

## Cost Management

- Include CBS and cost summary (cross reference to FC)
- Summarise approach to planning, estimating, control
- Summarise key assumptions and exclusions

## Risk and Issues Management

- Summarise approach, processes and tools including whether qualitative and quantitative assessments are proposed
- Summarise key risks and mitigations with reference to themes and capture in a Risk Register
- Describe approach to opportunities management and realisation including opportunities to gain from industry productivity initiatives
- Cross reference with other Cases:



# Assurance and Reporting

## Assurance

- Approach to assurance including application of 3 lines of defence model
- Assurance plans including timing of key reviews and links to decision points
- Integrated approvals and assurance plan (IAAP)

## Reporting

- What does your governance require to give confidence and make decisions?
- What do stakeholders need?
- Who will produce reports? How often?
- How can you streamline?



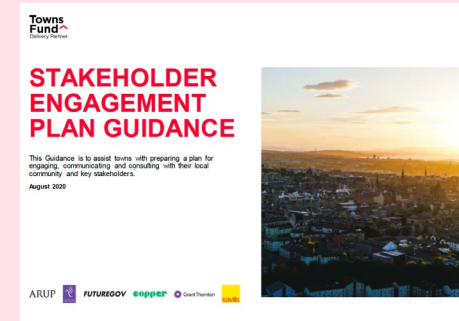
# Stakeholder engagement and Benefits monitoring and evaluation

## Stakeholder Engagement

- Summarise the key stakeholders and their interests and power to influence delivery
- Strategy(s) to engage through development, delivery, and operations
- Approach to communications with stakeholders including the public

## Benefits, Monitoring and evaluation

- Cross reference to the benefits register covering development/delivery/operations
- Approach to developing a benefits realisation plan and its approval
- Arrangements for tracking and reporting benefits through development/delivery
- High level strategy for monitoring and evaluating benefits realisation



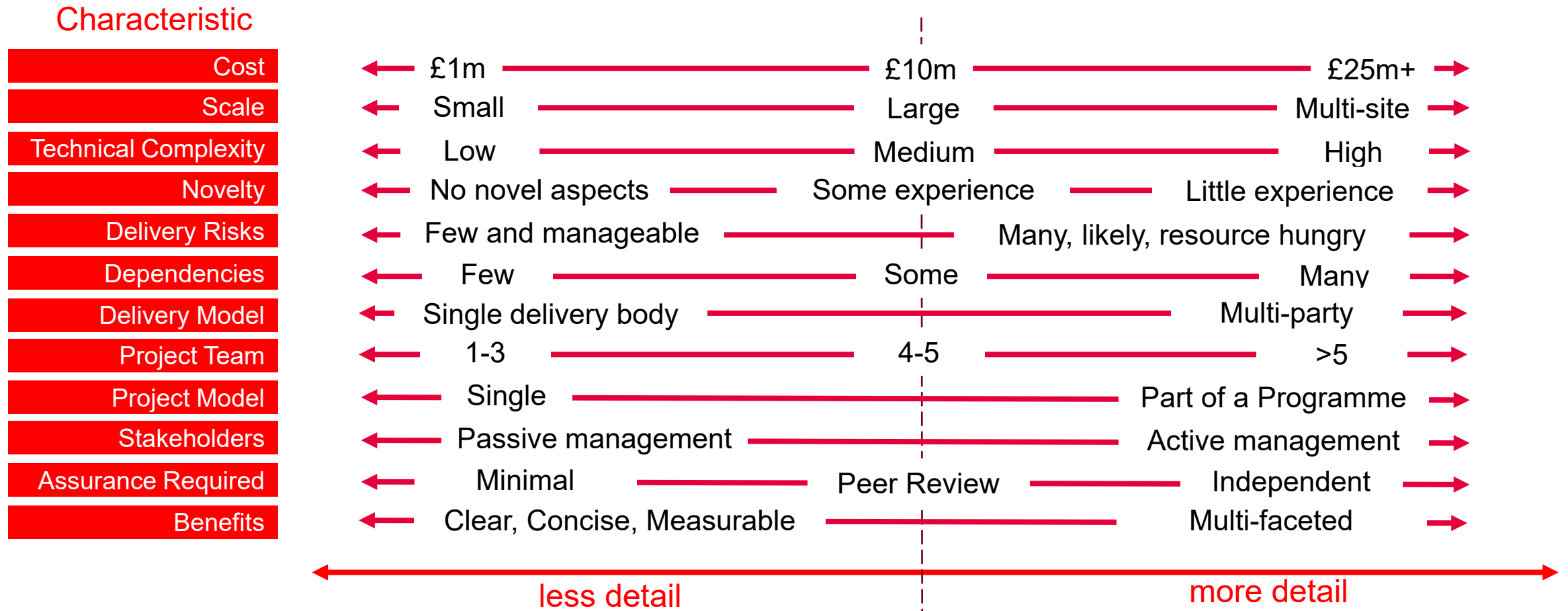
*Review and update your Stakeholder Engagement Plan for the Delivery Phase*

# Application

# Proportionality

Q - What level of detail should be included in each Management Case?

A – Tailor to the characteristics of each project



# Sizing the Management Case – Prompts

## Small <5 Pages

Small value, simple, standard, discrete project involving minimal stakeholders requiring minimal oversight and can be delivered within existing in-house resources using existing project management processes and procedures

Project Examples:

1. Land clearance.
2. Improved waymarking

Illustrative cost range £1-5m

## Medium <5-10 Pages

Medium value project impacting on range of stakeholders with some non standard elements but can be delivered using existing project management processes and procedures with some need for specialist external support

Examples:

1. Station Gateway
2. Small building

Illustrative cost range £5-15m

## Large >10 Pages

High value highly visible multi-risk project involving private funding and multiple stakeholders and interfaces requiring dedicated project team and application of recognisable project management methodology

Examples:

1. New Cultural Quarter
2. Sports Centre

Illustrative cost range £15m+

# Top Tips: Do's and Don'ts



# Top Tips: Do's and Don'ts

## Do's

- Use this to articulate and think about how you will manage the project
- Use all of the guidance
- Being brief and to the point helps to clarify your thinking

## Don'ts

- Do not treat this as a hurdle to get over and just another piece of paperwork
- Be too optimistic with how fast or with what resources you can deliver this with
- Waffle

# Working with us

You can work with the TFDP to support the delivery of your business case by:



## Online resources

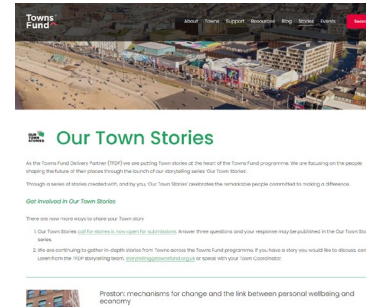
- Blog posts
- Guidance
- Tools



## Expert drop-in sessions & 1-2-1 support



## Online Workshops



## Storytelling: Sharing your projects and experience



## Town working group: connecting with other towns

# Useful resources

Topic area	Existing resources	Forthcoming resources
<b>Social value</b>	<ul style="list-style-type: none"> <li>• <a href="#">Social Value 101</a></li> <li>• <a href="#">Social Value in Procurement (Crown Commercial Service)</a></li> </ul>	Social Value guidance for business cases
<b>Health and wellbeing</b>	<ul style="list-style-type: none"> <li>• <a href="#">Including Health and Wellbeing in your TIP</a></li> <li>• <a href="#">Health and Wellbeing Dashboard</a></li> <li>• <a href="#">Mitigating the impacts of COVID-19</a></li> <li>• <a href="#">Evidence in your TIP: Health and Wellbeing</a></li> </ul>	Estimating health and wellbeing benefits in your economic case
<b>Climate Change / Net Zero</b>	<ul style="list-style-type: none"> <li>• <a href="#">You've declared a Climate Emergency – What next?</a></li> <li>• <a href="#">You've declared a Climate Emergency... Next steps: Transport</a></li> <li>• <a href="#">Taking account of Net Zero in your TIP</a></li> <li>• <a href="#">National Strategic Brief: Climate Change</a></li> </ul>	Further resources linking to strategic and economic case
<b>Education and training</b>	<a href="#">Introduction to Education, Skills &amp; Enterprise</a>	TBC
<b>Planning &amp; EIA</b>	<ul style="list-style-type: none"> <li>• <a href="#">Addressing your Planning, EIA and HRA needs in your business case</a></li> <li>• <a href="#">Road to Delivery: Planning &amp; EIA requirements</a></li> <li>• <a href="#">Introduction to Planning, EIA and HRA</a></li> <li>• <a href="#">Introduction to Environmental Monitoring &amp; Impact Analysis</a></li> <li>• <a href="#">EIA Screening Guidance</a></li> <li>• <a href="#">Biodiversity Net Gain Webinar</a></li> </ul>	Guidance on Public Sector Equalities Duty

# TFDP offerings



What can we offer?

The TFDP can offer:

- Advice on applying the proportionality guide
- Advice on **shaping the narrative** around the management case
- Advice on **project management methodologies**
- Advice on **project and programme office**
- Advice on **planning, analysis and project performance reporting**
- Advice and workshops **on risk management**
- **Advice on stakeholder engagement**
- **Advice on benefits management**

# Q+A