

## **PROCEDURE FOR BUSINESS CASE REVIEW AND APPROVAL**

### **1.0 INTRODUCTION**

- 1.1 This procedure details the process for seeking approval of a business case.
- 1.2 A business case is required for the following areas of expenditure:
- all non budgeted expenditure;
  - all budgeted non business as usual (i.e. one-offs) expenditure;
  - all office moves;
  - all capital expenditure.

### **2.0 PROCEDURE**

- 2.1 Proposer sends draft to the relevant Head of Department;  
*The Head of Department will scrutinise business case in relation to furthering the achievement of corporate objectives and fit with business case pro forma.*
- 2.2 Head of Department approves for circulation and does so via email to all other Heads of Department;  
*Head of Department ensures that the business case is robust and complete.*
- 2.3 Comments from all Heads of Departments (including nil returns) fed back via email to sponsoring Head of Department within 2 weeks;  
*Should this timescale prove difficult due to absences the sponsoring Head of Department will set an extended consultation period.*
- 2.4 Revised business case proposal prepared by proposer;  
*Business case will incorporate comments received from other Heads of Departments.*
- 2.5 Revised proposal sent to proposer's Head of Department for review;  
*Again, the sponsoring Head of Department will scrutinise for robustness and completeness prior to circulation.*
- 2.6 Revised proposal circulated by sponsoring Head of Department to all other Heads of Department;
- 2.7 All Heads of Departments issue email to sponsoring Head of Department registering comments, or nil return, within 1 week;  
*Sponsoring Head of Department to ensure that approval is received from all Heads of departments.*
- 2.8 Sponsoring Head of Department issues updated version of proposal, incorporating all Heads of Departments' feedback, to line Director;
- 2.9 Line Director reviews and then circulates to ET for comment;  
*Director will scrutinise business case for alignment to corporate objectives and other strategic matters.*

- 2.10 ET to respond to sponsoring ET member within 1 week.  
*Should this timescale prove difficult due to absences the sponsoring Director will set an extended consultation period. Sponsoring Director to ensure that comment is received from all Directors.*
- 2.11 Sponsoring Director revises business case following this feedback and issues for discussion and decision at ET business meeting;
- 2.12 Sponsoring Director informs sponsoring Head of Department of decision.
- 2.13 ET informs all Heads of Departments of decision.

Should the proposal be initiated by either a member of the Executive or a Head of Department then the process will still commence at Stage 2.1 to ensure that the initial proposal is developed into the business case pro forma, evidences its contribution to furthering the achievement of corporate objectives and has received feedback from all Heads of Departments.

### **3.0 TIME OR BUSINESS CRITICAL BUSINESS CASES**

- 3.1 In the event that the Proposer believes the business case to be time or business critical, and therefore believes that the business case should be considered as a matter of urgency, they will indicate this to the relevant Head of Department, and provide a summary of the basis for their view.
- 3.2 If the Head of Department agrees with the Proposer's view in relation to the urgency of considering the business case, they will submit the Proposer's request (together with the draft business case if necessary) to the ET for consideration.
- 3.3 If the ET agrees that consideration of the business case is time-critical, it will specify the process and timescale which should apply to its review and approval.
- 3.4 Once the ET has specified the process which will apply, including whether the business case will be approved at this stage by the ET, it will share this with the relevant Head of Department, who will update all relevant colleagues, including the Proposer and Heads of Department.
- 3.5 Whilst this section is designed to provide the flexibility of process that business needs on occasion require, in all cases it will be necessary to ensure that all relevant Heads of Department are involved in the development, review and approval of business cases.

**Approved by SLT:**

**November 2018**