**Standard Operating Policy:**

**Writing and submitting a business case**

|  |  |  |
| --- | --- | --- |
| **Department** | | Directorate of Strategy and Planning |
| **Originator:** | | Strategy & Planning Lead |
| **Accountable Director:** | Director of Strategy & Planning | |
| **Approved by:** | *(Trust Management Executive)* | |
| **Date of approval:** | (Tbc) | |
| **First Revision Due:** | (Tbc) | |
| **Target Organisation(s)** | Worcestershire Acute Hospitals NHS Trust | |
| **Target Departments** | * Clinical divisions and directorates * Corporate, Estates & Facilities, Digital divisions | |
| **Target staff categories** | All staff | |

|  |
| --- |
| **Operating Policy Overview:** |
| This document describes:   * the Trust’s standard operating policy for developing and delivering business cases. * the process for early identification and tracking of benefits to be delivered by a business case. * the governance arrangements for business cases, including tracking progress of a case and project implementation. * the importance of undertaking a post-implementation review to ensure business benefits are realised. |

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| --- |
| **Latest Amendments to this policy:** |
| Approved version 1.0, published 1st June 2021 |

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**Quick Reference Guide**

A one page summary/flowchart will be inserted when this SOP is approved.

**Standard Operating Policy: Business Case Process**

# Introduction

This Standard Operating Policy (SOP) describes the business case process and supporting activities and documents. The process described:

* Is inclusive, so that all Trust staff can submit ideas.
* Ensures a range of benefits is identified as deliverable through the business case and that delivery is planned and evaluated.
* Ensures good business decisions are made to deliver the Trust’s strategy and objectives whilst ensuring probity and value for money regarding the use of the Trust’s resources.
* Should be used to guide production of all business cases throughout the Trust.
* Provides a mechanism for the Strategy and Planning Group to track progress of ideas, business cases and delivery of their benefits on behalf of the Trust Management Executive.

The process operates so that the Trust can meet the NHS triple aim of improved population health, quality of care and cost-control. It enables us to demonstrate good management of our resources through the delivery of high quality care in accordance with income and expenditure plans and within the rules set out in the Standing Financial Instructions and Standing Orders of the organisation.

# Scope of this document

This Standard Operating Policy describes:

* Business case principles adopted by the Trust.
* All stages of the business case process and the purpose of each stage, including governance, approval and benefits management.
* Activities undertaken in each stage.
* Suggested timescale for completing each stage.
* Roles and responsibilities of those who may be involved in the business case process.

# Definitions

The following terminology is used within this SOP:

|  |  |  |
| --- | --- | --- |
| Benefit | **A business benefit is**a tangible outcome of an action or decision that helps meet Trust strategic objectives. |  |
| Benefits realisation | A process of defining, planning and achieving the benefits that implementing the business case will bring. Achievement of identified benefits justifies the investment made. |  |
| Business case | A structured proposal which justifies why a particular course of action should be undertaken and its impact on resources. It evaluates the benefit, cost and risk of a range of options and provides a rationale for the preferred solution. |  |
| Business case tracker | A spreadsheet which documents and tracks the progress of the Trust’s business cases from initial idea to post-implementation review. |  |
| Business case author/owner | A team member responsible for progressing the case through development and approval. |  |
| Governance structure | The process and meeting/committee structure used to make decisions in relation to business cases which enable appropriate discussion, scrutiny and sound decision making for approval. |  |
| Idea mailbox | An email in-box dedicated for exchange of emails relating to development of business case ideas. Monitored daily be Strategy and Planning Directorate. |  |
| Implementation plan | A plan which sets out the steps and actions required to deliver your business case idea and who will do them and by when. |  |
| Improvement idea | An idea or initiative that will lead to an improvement in service quality, safety, performance or productivity/efficiency. |  |
| Post-project evaluation | An assessment of whether the business case has delivered its objectives and benefits following implementation (i.e. has it done what it set out to do?). |  |
| Screening checklist | A tick list which poses questions that enable whether an idea for a business case is suitable to progress to the next stage or whether all aspects of the business case template have been completed. |  |
| Standing financial instructions | A document which explains the financial responsibilities, policies and procedures in place within the Trust. Their purpose is to enable financial transactions to be carried out in accordance with the law and government policy. |  |

# Roles and Responsibilities

The following groups and individuals have a part to play in operating the business case process. Detailed roles and responsibilities can be found at **Appendix 1.**

|  |  |
| --- | --- |
| Business Advisor | * Advises on all financial aspects of business case development, coordinating input from other financial departments as necessary. |
| Business case owner | * Provides overall leadership for the process an individual business case undertakes, coordinating all activities, writing the case and presenting as required. |
| Chief Executive’s Team Meeting (CETM) | * Fulfils the Divisional Management Team role for corporate divisions and directorates. |
| Communications and engagement staff | * Advise on all communications and engagement aspects of business case development, supporting and advising on any requirement for public consultation created by the business case proposal. |
| Digital (including Informatics) support | * Advises on all digital and informatics aspects of business case development. |
| Directorate Management Team or corporate equivalent | * Screens “I’ve got an idea” submissions using checklist 1 and decides which ideas to develop into business cases. |
| Divisional Management Board | * Provides strategic guidance and oversight to development and submission of a business case, * Formally reviews business cases on completion, using checklist 2, prior to sign-off and onward transmission to Strategy & Planning Group |
| Estates Directorate | * Advises on estates and facilities aspects of business case development, providing technical analyses and costings as necessary. |
| Executive Directors | * Provide strategic guidance and oversight to the business case process. |
| Finance and Performance Committee | * Reviews business cases whose value is £500k or more and makes a recommendation to Trust Board. |
| HR Business Partner | * Provides advice on all workforce aspects of business case development, providing expert workforce and skills mix analyses when required. |
| Idea owner | * Submits an idea for improvement via the Strategy and Planning Directorate’s intranet pages. |
| Nursing Directorate - Quality | * Provides advice on quality aspects of business case development. |
| Strategy and Planning Directorate | On behalf of the Strategy and Planning Group:   * tracks evolution of ideas into business cases through monitoring the central ideas mailbox, * assesses completeness of business cases submitted by Divisional Management Boards, * monitors delivery of approved business cases and ensures post project evaluations are completed. * maintains a library of business cases and associated post-project reviews |
| Strategy and Planning Group | * Completes *Check & Challenge* reviews of business cases on behalf of TME, using checklist 3, and progresses cases to the TME agenda, feeding back to Divisional Management Boards, or equivalent. |
| Trust Board | * Reviews and approves all business cases whose value is £500k or greater. |
| Trust Management Executive (TME) | * Approves business cases whose value is less than £500k under the delegated authority of the Chief Executive/Director of Finance * Reviews business cases of greater value, making recommendations for approval |

# Business case principles

The following principles apply to all business cases prepared by the Trust:

* Business cases will not be developed for approval unless they contribute to improving our financial position. There has to be a clear financial ‘pay back’ or a genuine quality[[1]](#footnote-1) issue or statutory need.
* Therefore, all business cases must focus on improvement, delivering a reduction in cost per unit of activity through consideration of the following:
  + Identification and removal of waste.
  + Removal of non value-adding activities.
  + Improved timeliness/optimise process.
  + Eliminate process variation.
  + Improve process capability.
* Business cases must demonstrate how the proposal impacts on recovery/restoration of services/reduction of the backlog.
* Where a business case is not self-funding, or pay back is beyond an acceptable time period (e.g. invest to save business cases), alternative funding would normally be required. Exceptions, in limited circumstances, may be made if the case is proposed to meet statutory requirements, critical infrastructure needs or other BAF risks.
* If a case is not self-funding, we would always seek offset funding or to identify additional PEP, but we would not necessarily hold off implementation until that had been secured.
* We will focus on a small number of business cases which will be done well (end to end) so that we can get the basics right (i.e. scope, process and benefits realisation) and ensure delivery of the benefits identified.

# Business case process







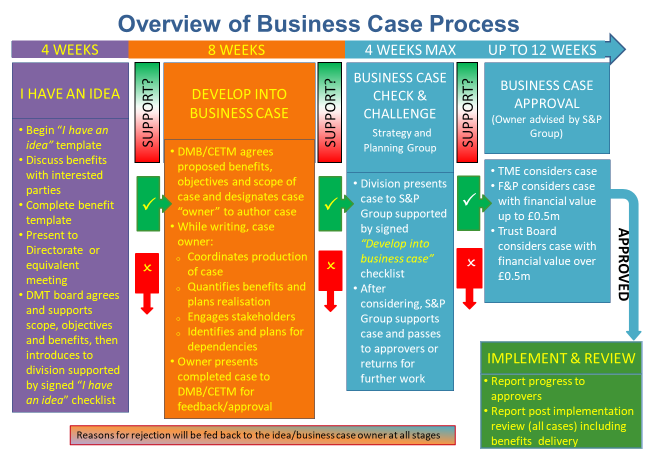





## Creating a business case

Any member of staff can generate an idea for a service improvement. A series of decisions, each with an increasing level of scrutiny, are required to drive an idea through the business case process successfully so that it delivers benefits. This will provide assurance that the investment of time, effort, energy and money required by the change proposed will pay off by improving services for patients and/or staff experience.

This Standard Operating Policy describes each decision-making stage in turn. The stages and their optimal timescale are shown in the process flow below.



### Stage 1: “I have an idea” (4 weeks duration)

Ideas for improvement arise from people in all staff groups, from those working for partner organisations and from visitors and patients. Some ideas will need to be shaped into business cases so that they can be implemented, and the benefits obtained. Those which should be developed into business cases will be those where a range of options and related business benefits need to be explored and where financial investment is needed to enable implementation.

This first stage of the business case process aims to identify those ideas generated by staff that are supported by a directorate and which need to proceed to business case development. It also ensures that those which do not need a business case are considered for implementation. In either situation, it is important that the originator of the idea (the “owner”) is informed of the outcome of this first stage. Strategy & Planning directorate will ensure this takes place.

To submit an idea for a business case, the following steps should be followed:

* Locate the Strategy and Planning pages on the Trust’s intranet and search for the “I’ve got an idea” button *[URL to be inserted here]*
* Begin to complete the “*I’ve got an idea*” template questions (shown below and at **Appendix 2**)

|  |  |
| --- | --- |
| 1. What is your idea? | 1. What are the main benefits of your idea? |
| 1. Are there any drawbacks? | 1. How long would it take to implement your idea? |

* Discuss your idea with people who will be interested and then finish answering the questions.
* Send the “*I’ve got an idea*” answers to the ideas mailbox on the Business Case advice page of the Strategy and Planning Directorate’s intranet site *[URL to be inserted here]*. The mailbox will be monitored daily.
* “*I’ve got an idea*” submissions will be acknowledged and then forwarded to the relevant directorate by the Strategy and Planning Directorate for review. The outcome of all ideas submitted will be monitored by the Strategy and Planning Directorate on behalf of the Strategy and Planning Group.

Each idea forwarded by Strategy & Planning directorate should be screened on receipt by a Directorate manager or equivalent using *Checklist 1* (**Appendix 3**) and be discussed at a Directorate Management Team meeting to establish the feasibility and the benefits of delivering the case. The Directorate manager, or equivalent, should discuss the outcome of the screening checklist with the Directorate management team to decide:

* whether to develop the idea into a business case;
* whether the idea can be implemented through another process; or
* why it will not be supported.

The Directorate Manager (or equivalent) will ensure a clear decision is made about who will own, develop, and write the case; will notify the idea owner of the outcome of the screening process and the Divisional Director of Operations that a business case is to be developed. The owner of the case will ensure the succeeding stages of this policy are followed.

The Strategy and Planning Directorate will log the idea and the screening outcome, ready to report to Strategy and Planning Group within a monthly report on business cases. The Strategy and Planning Directorate will continue to monitor and report progress of business cases throughout the succeeding stages of the process.

Improvement ideas which do not need investment should not follow this policy but should be submitted to the Improvement team at <https://www.worcsacute.nhs.uk/quality-improvement/registering-a-qi-project> where help with implementation can also be found.

### Stage 2: Business case development (8 weeks duration)

Within an optimum timescale of 8 weeks for this development stage, business case owners should:

* Agree the scope and scale of the business case with their Divisional Director of Operations, or equivalent.
* Identify and scope the resources and support required, from within and outwith the Trust. The business case owner should consult/brief those who need to contribute to the case early in the process. This should include, for example, Finance Advisor, HR Business Partner, Digital representative, Estates and Facilities and Clinical departments to ensure all resource requirements will be identified for inclusion in the case.
* Identify, agree and quantify the range of benefits that the case will deliver (see 6.1.3 below for detailed guidance), keeping these under review as the case develops so that the plans to release benefits are comprehensive and robust. The benefits should be documented, using **Appendices 4** and **5,** for inclusion in the case. Note the principles at section 5 of this policy regarding financial benefits.
* Complete a stakeholder analysis for the case and consult as necessary, paying close attention to clear and detailed agreement of requirements with services and departments impacted by the case (e.g. Radiology, Pathology, Therapies, Facilities, Digital), particularly where additional investment may be needed to deliver the requirements of the case.
* For complex, cross cutting or large scale business cases, advice should be obtained from Strategy and Planning Directorate about the inclusion of project management resource in the case.
* Agree the timescale for completion of the case with the Divisional Director of Operations and establish a target date for the Divisional Management Board to sign off the case.
* Notify the Strategy and Planning Directorate of objectives, scope, benefits, and anticipated timescale for completion of the case. Ensure Strategy and Planning Directorate is notified of any significant delay, should this occur.
* Coordinate agreed inputs and complete the business case comprehensively, within the agreed timescale, using the business case template headings and guidance at **Appendix 6**. A business case owner is free to choose the format of a case as long as it is completed comprehensively, covering all necessary elements. Business case training and support is available to help authors to make this judgement. See [insert URL] for details.
* Present the case at Divisional Management Board for support.

Divisional Management Boards (DMBs), or equivalent, should use *Checklist 2* (**Appendix 7**) to assure themselves that the case is entirely completed, meets the standards required by the approval process and can therefore be submitted to Strategy and Planning Group for a *check and challenge* discussion.

DMBs should also be certain that relevant business partners and other advisors have shared their contributions to the case with their own senior managers, and that those senior managers are content with the technical detail and subsequent analyses contained in the case. This step ensures the case is sufficiently prepared before it is reviewed by Strategy and Planning Group.

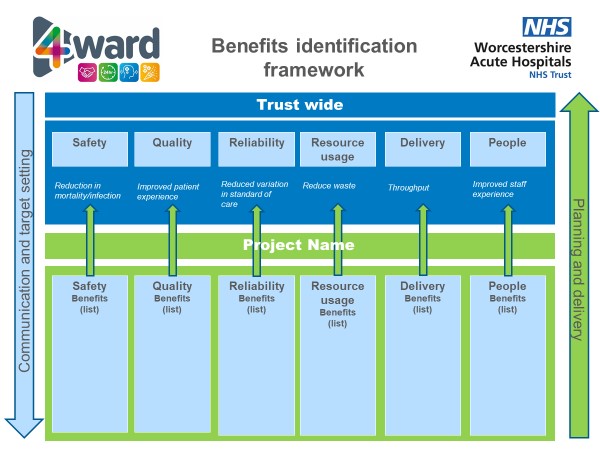
After receiving Divisional Management Board support, the business case owner should send the case to the Strategy and Planning Directorate for inclusion on the next Strategy and Planning Group’s agenda. Copies of checklists 1 and 2 should accompany the case to demonstrate support received at Stages 1 and 2 of the business case process.

### Benefits identification, categorisation, quantification and realisation planning

It is important that each case identifies the true extent and deliverability of benefits in the early stages of case development and that these are fully refined and planned before the case is supported by DMBs or their equivalent. The Trust has a standard framework for identification, recording, assessing, and planning delivery of benefits which is outlined as a series of steps in the remainder of this section. Templates to guide the process of identification, categorisation, quantification and planning are attached at **Appendices 4 and 5**.

**Step 1 – Identification**

A range of benefits to be delivered should be identified across the domains shown in the framework below.



The benefits identification template (above) can be found at **Appendix 4**.

**Step 2 – categorisation**

Following identification, benefits should be categorised as follows:

* What will we do that is new as a result of this case being implemented?
* What will we do better as a result of this case being implemented?
* What will we stop doing as result of this case being implemented?

Benefits that will accrue to other organisations within the ICS should also be identified.

**Step 3 – quantification**

After categorisation, wherever possible, benefits should be quantified and monetised. A tool to guide this process is at **Appendix 5**, together with instructions for completion.

**Step 4 – delivery and realisation**

A plan to realise benefits within a set timescale should also be developed and should include a post-project evaluation of benefits delivery. A suggested template is included in **Appendix 5.**

Both the identification and the categorisation templates should be included in a business case together with a benefits delivery plan. The benefits delivery plan should include arrangements for benefits evaluation.

### Benefits accruing outside the Trust.

Where benefits of a case fall outside the Trust, but within the Herefordshire and Worcestershire integrated Care System (ICS), it is important to document the extent of the benefit and to discuss benefits realisation planning with system partners. The ICS is expected to provide a framework for benefits realisation within the system as part of its work on developing a process for completion of system-wide business cases. This process will be added to this SOP when available.

### Stage 2: Business case development where capital is required.

Early advice from Financial Business Advisors should be sought where a case has a capital requirement. Financial Business Advisors should alert the Trust’s Capital Prioritisation Group (CPG) that a capital requirement is being established within a business case. Requirements will be prioritised by the CPG within their overall capital planning cycle. This is likely to affect the length of time required to develop a business case as it will add steps to the development process. Capital availability is also likely to affect implementation planning of a business case and should be considered from the outset of the case.

### Infrastructure for business case compilation

Each Division or corporate directorate/department should ensure they have sufficient expertise within their team to write business cases effectively, within timescales, and to navigate them through the process outlined in this SOP. The Strategy and Planning Directorate will ensure regular training is provided for business case owners to develop their skills and understanding. The Strategy and Planning Directorate will maintain a list of trained business case authors. Training dates and the list of trained business case authors can be found on the Strategy and Planning Directorate intranet pages *[URL to be inserted here]*. Indicative training content can be found in the appendices to this SOP.

### Stage 3: *Check & Challenge* and approval (up to 12 weeks)

When the case is reviewed by Strategy and Planning Group, on behalf of TME, a number of conclusions are reached:

***Check & Challenge*** – the Strategy and Planning Group should complete *Checklist 3* (**Appendix 8**) to provide assurance that the case is:

* Aligned with Trust priorities, including those detailed in the Trust’s Clinical Services strategy, its supporting strategies, the Long -Term Financial Model, relevant partnership agreements and the Trust’s annual plan.
* Delivering a range of benefits with credible, secure plans for delivery.
* Not detrimental to the Trust’s financial position (however, see exceptions, section 5 above).
* Allocated capital, where necessary, by the Capital Prioritisation Group.
* Supported by relevant stakeholders, including internal and external services impacted by the proposed change and by commissioners where necessary.
* Supported by relevant patient groups or the Trust’s patient forum where necessary.
* Supported by a Quality Impact assessment and an Equality Impact Assessment where necessary.
* Socialised with external partners where necessary.
* Supported by public consultation, when required.
* Supported by Staff Side or other staff group(s) when required.

***Progress to Trust Management Executive* –** *Check & Challenge* discussion of the case at Strategy and Planning Group should conclude with a decision to progress the case to Trust Management Executive (TME) for approval or further consideration. The case may, however, be returned to the Division or equivalent for further work. **Checklist 3** should accompany a case to TME to provide written assurance of the quality of the case.

The Strategy and Planning Group will also agree and record whether, in accordance with Standing Financial Instructions, the case should be considered for approval by the Trust Board and/or by the Finance and Performance Committee if supported by the Trust Management Executive (TME). The Strategy and Planning Directorate will inform the Divisional Management Team, or equivalent, and the owner of the case of the outcome of the Strategy and Planning Group’s discussion and progress of the case. If progressed to TME, the Strategy and Planning Group will ensure the case is on the next available TME agenda, accompanied by a record of the Strategy and Planning Group’s discussion of the case, including a completed copy of **Checklist 3.**

***Business case approval*** - The Divisional Director should present the case for consideration at TME, noting support obtained from Strategy and Planning Group. Where a business case is subsequently submitted to Finance and Performance Committee and/or Trust Board for approval, the Director of Strategy and Planning will agree presentation arrangements with the Divisional Management Board or equivalent.

### Stage 4: Implementation and benefits realisation

Each business case should include an implementation plan whose objective is to make the changes proposed in the case (see template at **Appendix 5**). In turn, the implementation plan should always include a benefits realisation plan which outlines the baseline for benefits and includes a post-project evaluation period designed to assess benefits delivery against the approved business case.

The post-implementation review should normally occur no later than six months following the delivery of the scheme and an estimated date will be agreed as part of the approval process. It is designed to ascertain whether the Business Case achieved the measurable benefits that were planned. Failure to meet the desired benefits may result in the termination of the scheme in line with an exit strategy specified by the case. The post-implementation review will normally be overseen by the group or committee that ultimately approved the case (e.g. Trust Management Executive, Trust Board) unless specified otherwise.

The Strategy and Planning Group will include the milestones of these plans in their tracking and reporting of business case delivery.

### Tracking and reporting business case progress

On behalf of the Strategy & Planning Group, the Strategy and Planning Directorate maintains a tracking spreadsheet that is accessible, for reference, to all corporate and clinical divisions. The tracker records the status of all ideas and business cases in all stages of development (i.e. development, approval, implementation and review). It also records notifications to idea owners and business case owners sent by Strategy & Planning Directorate to ensure all are sighted on progress and outcome of cases. The tracker represents a “single version of the truth” with regard to the existence and status of business cases within the Trust. The tracker is updated monthly.

### Training programme to support quality of business case writing.

The Trust provides training to those who author business cases to navigate them through the process of development, approval and implementation. The training ensures that business cases are successfully owned and developed and that authors/owners are equipped to become the point of contact for their respective cases. The training aims to:

* Provide skills and knowledge needed to develop a successful business case to a comprehensive standard, including an understanding of benefits identification and realisation.
* Create understanding of all governance surrounding a case.
* Demonstrate how to write with a standardised approach which will result in a high quality business case.
* Facilitate achievement of quick turnaround times.

Further information about training for business case writing is at **Appendix 9**.

# Monitoring, compliance and risks associated with this policy.







## Implementation risk

The Strategy and Planning Directorate is responsible, on behalf of the Strategy and Planning Group, for monitoring compliance with this Standard Operating Policy. Implementation of the Standard Operating Policy requires consistent and ongoing socialisation. The Standard Operating Policy has been developed with help from a wide variety of stakeholders who are asked to champion its use. A risk register related to implementation and compliance is maintained by the Strategy and Planning Directorate and progress with compliance reported regularly to the Strategy and Planning Group.

## Operating risks

| Risk | Mitigation actions |
| --- | --- |
| If the business case tracker is not up to date, Strategy &Planning Group will be unable to maintain a pipeline of cases for approval meaning that the Trust cannot undertake financial and business planning effectively. | The Strategy & Planning Directorate maintains tracker and reports status to the Strategy and Planning Group monthly.  Business case owners to respond to requests for information required to update the business case tracker. |
| If the business case tracker is not up to date, the Trust will not be assured that benefits are being delivered as specified in business cases and cannot detect where benefits have not been achieved. | Strategy and Planning Directorate to maintain live tracking of all business cases until benefits are delivered and to report monthly to Strategy and Planning Group.  Business case owners to respond to requests for information required to update the business case tracker. |
| If implementation plans and benefits realisation plans are not deliverable, the Trust will not be assured that its investments in business cases are making improvements to services. | Project planning and management training to be provided by the Strategy and Planning Directorate and undertaken by all those responsible for implementation of projects and for realisation of benefits. |
| If the business case tracking process is not linked to the Trust’s risk registers, the Trust will be less assured that risks addressed by business cases have been mitigated. | Business case tracker to maintain links to risk registers until benefit delivered to demonstrate risks are re-evaluated during post-project evaluation. |

# Policy implementation

Implementation of this SOP begins on 1st June 2021 and will be reviewed in a post-project evaluation completed by 30th September 2021. Subsequently, this SOP will be updated as necessary.







## Plan for implementation

Implementation of this policy will deliver three objectives, as follows:

* + Objective: Provide intranet page within the Strategy and Planning Directorate’s intranet site, loaded with this SOP, downloadable copies of all necessary documentation and links to mailboxes for submission of ideas and for communication with Strategy & Planning Directorate.
  + Objective: Socialise the business case process throughout the Trust to encourage submission of ideas and to familiarise staff with the business case process.
  + Objective: Implement training programme for nominated business case owners/authors.

# Policy Review

Implementation of the Standard Operating Policy will be reviewed as above.

# References

# Equality requirements

None

# Financial risk assessment

None

# Consultation

The Strategy and Planning Group, Clinical and Corporate divisions have been involved in the development and consultation of the Standard Operating Policy.

# Approval Process

Strategy and Planning Group recommends adoption of the Standard Operating Policy to Trust Management Executive.

Version Control

|  |  |  |  |
| --- | --- | --- | --- |
| Status/Version | Issued to: | Issued on: | Issued for: |
| Draft/V 0.1 | Task and Finish Group | 28th Aug 2020 | Comment |
| Draft/V 0.2 | Task and Finish Group  Strategy & Planning Group | 6th Sep 2020 | Further comment |
| Draft/V0.3 | Strategy & Planning Group | 5th October 2020 | Discussion, and recommendation to TME |
| Draft/V0.4 | Internal circulation for comment | 19th April 2021 | Comments on additional sections describing benefits identification and realisation, following feedback on V0.3 |
| Draft/V0.5 | Task and Finish Group and S&P directorate | 30th April 2021 | Final comments and feedback |
| Draft/V0.6 | Strategy & Planning Group | 10th May 20221 | For comment and approval to forward to TME |
| Draft/V0.7 | Trust Management Executive | 14th May 2021 | For approval |
| Approved /V1.0 | All users | 1st June 2021 | For distribution cross-Trust as approved version |

# Appendices

**Standard Operating Policy:**

**Writing and submitting a business case**

|  |  |  |
| --- | --- | --- |
| Appendix 1: | Roles and Responsibilities in detail  (For use by all) |  |
| Appendix 2 | “I have an idea” questions  (For use by all) |  |
| Appendix 3: | Checklist 1 – “I’ve got an idea” stage  (For use by Directorate manager or equivalent) |  |
| Appendix 4: | Benefits identification across domains  (For consideration by DMT, business case owner, and Divisional Management Boards (DMBs) or equivalent) |  |
| Appendix 5 | Benefits quantification and planning template  (For use by Business Case owners) |  |
| Appendix 6: | Business case template and guidance  (For use by Business Case owners) |  |
| Appendix 7: | Checklist 2 – “Business Case Development” stage  (For use by Divisional Management Boards (DMBs) or equivalent) |  |
| Appendix 8 | Checklist 3 – Strategy and Planning Group “Check & Challenge” discussion  (For use by Strategy & Planning Group) |  |
| Appendix 9: | Indicative training programme for Business Case authors/owners  (For use by all) |  |

Supporting Document 1 - Equality Impact Assessment Tool – see intranet

Supporting Document 2 – Financial Impact Assessment – see intranet

1. # *Quality: Comprises three elements: safety, effectiveness and patient experience*

   [↑](#footnote-ref-1)