



Turner & Townsend

Business case - developing your preferred option

making the **difference**

Introduction

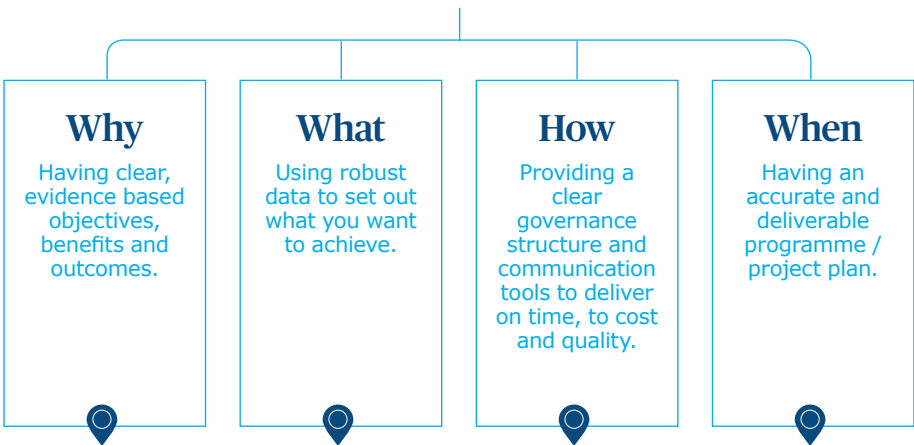
With our experience of major capital projects all over the world we have the expertise to manage the many moving parts involved in delivering complex projects and programmes.

At the heart of our approach is a focus on better outcomes. With an independent view, we do things smarter; we give the clarity and rigour to help teams work better together, to make an investment case stronger, to raise the standards of delivery and to maintain schedules and budgets.

Developing your business case to make the correct investment decision is crucial to achieving your strategic aims and getting the best from your physical assets and requires effective strategic planning, funding and resources.

To help our clients we develop rigorous and persuasive business cases to meet client investment and strategic objectives.

Our golden rules to support a successful and effective business case are:



Business case model

Our established business case approach is summarised in the four steps below. To ensure success, it is critical that it's underpinned by effective communication and stakeholder management.



1. Assess

Understanding Strategic Investment Objectives, Critical Success Factors, current and future strategic aims to evidence the reasons for future investment including appraisal approach, constraints, dependencies, risks, benefits and project timescales.



2. Analyse

Analyse existing data and property information to present a case for change, and setting out your future needs to confirm your requirements e.g. through a Schedule of Accommodation and a financial and non-financial options appraisal.



3. Advise

Having identified a preferred option, we review and advise on likely delivery options through the development of the commercial / procurement model(s), affordability / financial model and an effective programme. This provides clarity on future steps required to progress toward delivering your preferred option and investment.



4. Author

Using the previous steps, we author the business case tailored to your requirements with recommendations to support funding bids and internal / external approvals. Our business cases avoid jargon, are clear and follow a logical order (typically the HMT's Green Book Five Case Model for public sector client(s)).

Understanding your challenges

Organisations continually face challenges and the need to change and adapt. Using assets effectively can support the change required and help achieve strategic outcomes. Developing an evidence based business case to deliver your asset solution is required to support decision-making and arrive at your preferred option.

Macro environmental pressures such as Brexit, climate change and advances in technology, require businesses to plan and adopt new flexible strategic options to redirect resources to growth or emerging markets.

All these challenges present unique opportunities for the development of solutions and improvements that maximise the value of your investment.

You do however need to evidence and prove your investment to key decision makers and this should be done through a thorough and robust business case.

An effective business case justifies and evidences why:

- A project should be undertaken, articulating the problem and solution
- A private or public partner should invest in it
- The project represents a worthy expenditure of funds

Benefits to you

Turner & Townsend successfully develops business cases ensuring organisations and partnerships secure funding and make the right investment decisions.

Using our subject matter expertise, established tools and best practice guidance, we will work with you to develop your business case (including adopting the HM Treasury Five Case Model for public sector business cases) providing you with the following benefits:

- Independent and impartial view point
- Experience of writing HM Treasury Five Case Model Business Cases including:
 - Strategic Outline Case (SOC)
 - Outline Business Cases (OBC)
 - Full Business Cases (FBC)
- Right first time to prevent delays
- Tried and tested methodology
- Global resource reach back

Our experience



Client: Derbyshire Community Healthcare NHS Trust (DCHS)

Project: Buxton Community Hub

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Project overview:

DCHS and public partners wanted to develop a Community Hub in Buxton, Derbyshire. To support unlocking capital funding, a HMT Outline Business Case (OBC) was required.

Service delivered:

We assessed current and future real estate requirements, worked with an architect to develop outline plans and our cost managers to create a cost plan. We facilitated optional appraisal workshops, determining the preferred option and wrote an HMT compliant OBC.

Outcomes delivered:

Our approach, based on a tried and tested methodology, developed through numerous public sector business case commissions, enabled the client to seek capital funding and partner approvals.

“The service we have received has been exactly what we required. Turner & Townsends leadership, structure and continuity have been exceptionally good. We are very satisfied with the quality of service provided on this project.”

William Jones
Chief Operating Officer (COO)
Derbyshire Community Healthcare NHS Foundation Trust”



Client: Manchester Metropolitan University
Project: Business case development

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Project overview:

Following approval of the University's Phase 2 Masterplan the client wanted all capital projects to benefit from a more structured decision-making approach.

Service delivered:

Starting from the HM Treasury Green Book guidance Turner & Townsend worked with the University to develop a tailored methodology that included governance process maps, key issues checklists, guidance on staged financial approvals, business case templates and benefits realisation plans.

Outcomes delivered:

We produced business cases for the Art and Humanities building (£72m), the School of Digital Arts (£35m), the Science and Engineering Building (£100m), the Institute of Sport (£50m) and the Ormond Building (£15m).

“Thanks for the professional way in which you have risen to what some would regard as an impossible challenge. You have made a strong impact across our projects and we appreciate your co-ordinating role”.

Ian McManus
Director of Estates
Manchester Metropolitan University



Client: Stirling Council
Project: City Deal Programme - SOC,
OBC & FBC

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Project overview:

Stirling Council required business cases to support funding bids from both Scottish and Westminster Governments for six signature capital projects (i.e. including the work capital before projects), across the city, to create additional Gross Value Added (GVA).

Service delivered:

Supported the Council on various detailed options appraisal exercises, benefits profiling, soft market testing and financial modelling work, allowing for knowledge transfer to Council officers.

Outcomes delivered:

Turner & Townsend prepared SOC, OBC and FBC Green Book business cases which secured over £200m of funding.

"The City Deal was very well received at Council and all recommendations were supported cross party. The progress that has been made since June was specifically mentioned. Thank you for all your extremely hard work! Feedback from the UK Government stated that Stirling's suite of documents for our City Deal are some of the most advanced documents that have been submitted to Government for funding approval."

Lesley Gallagher
Programme Manager – City Deal Programme
Stirling Council



Client: Luton Borough Council (LBC)
Project: Health hub business case financial modelling

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Project overview:

Luton Borough Council (LBC) has ambitious plans to deliver a new 3,000 m2 (32,292 ft2) Primary Care Health Hub in a current void in the heart of Luton Town Centre to replace existing primary care estate.

Service delivered:

LBC commissioned Turner & Townsend to undertake a robust financial modelling exercise for the proposed Town Centre Hub. The services delivered were identifying the existing prospective tenant estate costs, revenue implications of moving to a Hub model, cashable benefits of moving to a Hub model and calculation of the future estate Net Present Values (NPV).

Outcomes delivered:

Turner & Townsend deployed a team of experts with public sector financial modelling experience from our UK offices to provide experience and learning to this project.

A financial model was produced to assess scheme viability, including benchmarking against comparables schemes.

"We were impressed by the fast turnaround and detailed work produced by Turner & Townsend on this engagement."

Mark Davie
Strategic and Commercial Asset Manager
Luton Borough Council

Our ability to support you

Turner & Townsend is uniquely placed to support you to successfully address your challenges.

Using our global best practice from across the property, infrastructure and natural resources sectors, we have a proven track record of delivering tangible outcomes to our clients by working collaboratively with them and the wider public and private sectors.



Programme strategy and set up

Setting up for success - building the right capabilities and execution plan to drive clear programme outcomes.



Programme management

Looking at the big picture, driving better overall outcomes, and having real confidence your programme is under control.



Project management

Delivering project success through effective planning, the right team and rigorous controls.



Cost and commercial management

Driving and safeguarding your commercial interests from start to finish.



Procurement

Developing and delivering procurement and supply chain strategies that get the best results from the market.



Controls and performance

Applying robust and pro-active controls from a clear baseline to deliver confidence in programme and project performance.



Safety, health and quality

Embedding the strategies and culture that support effective operations and maintain a safe and healthy environment.



Technology and data

Unlocking the potential of technology, data and information modelling to drive performance, support great decision-making and create collaborative working environments.



Advisory

Independent advice to help make your business and investments a success.

Contact us

Turner & Townsend have been supporting our clients for 70 years. Our growing team of professional Consultants across the UK and Ireland provide a wide range of services across all sectors.

Please share your business case challenges with us.

We are on a number of national procurement frameworks which makes it simpler for you to procure our consultancy services.

Contact us to find out more about how we can help you.



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