

Regarding the development of a business case within the UK nuclear environment, it is important to hold three things in tension throughout. First, the required structure of the five case model, with supporting evidence. Second the analytic and decision-making process of objective setting, option generation and selection and development, which will result in populating the business case product. Thirdly, the need at all time and at all levels to retain an overview of whether there is indeed a sufficient case for executing the project as described. The NDA's Value Framework, and the means of forecasting those values, needs to be robustly represented within the Strategic Case and the Economic Case respectively, whilst ensuring that the options present a realistic range of the options available to the NDA and its estate.

Economic case

- § Benefits as hazard reduction rather than £

- § Appropriately rewarding the acceleration of hazard reduction.

- § Ability to handle the order of magnitude differences in hazard reduction

- § Sometimes sensitive balance-points between hazard-reduction schedule and cost on individual projects

“ Strategy case

- § Use NDA's SED score burn-down curves

- § the NDA value framework

- § Understanding how practical trade-off decisions are made at Investment Review Panels

- § Making clear which projects are innovations, and can tolerate higher risk

- § Some projects that are 'shared' between programmes

- § Essential projects and regulatory commitments

“ Management Case

- § Site options prepared within the context of site, cost and supply chain optimisation
- § Potential 'easy-wins' of hazard-clear-up which require different types of justification
- § Technology road map alignment
- § Clear differentiation between hazard reduction, project safety risk, & project risk
- “ Financial case
- § Bringing together a whole-life with an in-year view of costs and benefits
- “ Commercial Case
- § Congruence with wider acquisition strategies and frameworks
- § Timeline alignment and sufficiency for early market engagement etc
- § Overall supplier capability and capacity
- § Category management
- “ Suggested Enablers & key documents to consult / communicate
- § Site and cost optimisation tools
- § Site cost model
- § Site asset strategy
- § Benefit maps
- § Dependency views
- “ Process & people enablers
- § Understand that decisions have not been 'banked' for perpetuity

§ Start as a team deciding the right options and evaluation criteria, working within the strategy and economic cases

§ Then progress the five cases altogether, in small steps, rather than writing five separate cases

§ Understand the obligation to present the business case, presenting an executive view whether there is still a case or not