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| **Strategic case** | What is the current situation and the case for change, and how does it fit with wider policies?To consider in this section:Objectives - SMARTExisting arrangementsBusiness needProblems & solutionsPotential scopeMain benefitsOutcomesConstraintsDependencies |  |
| **Economic case** | What is the value for money of this proposal?What is balance of costs and benefits your organisation / stakeholdersTo consider in this section:The monetary value of as many of the costs and benefits of the proposal as feasible. |  |
| **Commercial case** | Is any of the work being contracted? Can a realistic commercial contract be secured? To consider in this section:Procurement strategyContract outputsPotential riskCharging / payment mechanismKey contractual clausesTimescalesPersonnel implications |  |
| **Financial case** | Is the project affordable, how will it be funded? Is funding secure? Is there contingency funding to cover risk?To consider in this section:Capital requirementsNet effect on service chargesImpact in balance sheetImpact on net income and expenditureOverall affordability and fundingEvidence of stakeholder support |  |
| **Management case** | Are the proposed delivery plans realistic and robust? Can this project be delivered?To consider in this section:Programme and project managementChange management arrangementsRisk managementContingency plansPost evaluation arrangements |  |