



 **APMG** International

 **APMG** International™
Better Business Cases

Better Business Cases
Guidance, training and certification



Professional training and certification for developing effective, well-considered business cases and spending proposals.

Developed in partnership with HM Treasury and Welsh Government.
Based on the HM Treasury Green Book and Five Case Model.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Foundation and Practitioner level certification available.



**Green Book
& Five Case Model**

Official guidance

**Basis for training materials
and exam syllabus**



Approved Training

via Accredited Training
Organizations (ATOs)

**Accredited by APMG to
offer approved training services**



Certification

Foundation + Practitioner

**Syllabus & exams
developed by APMG**

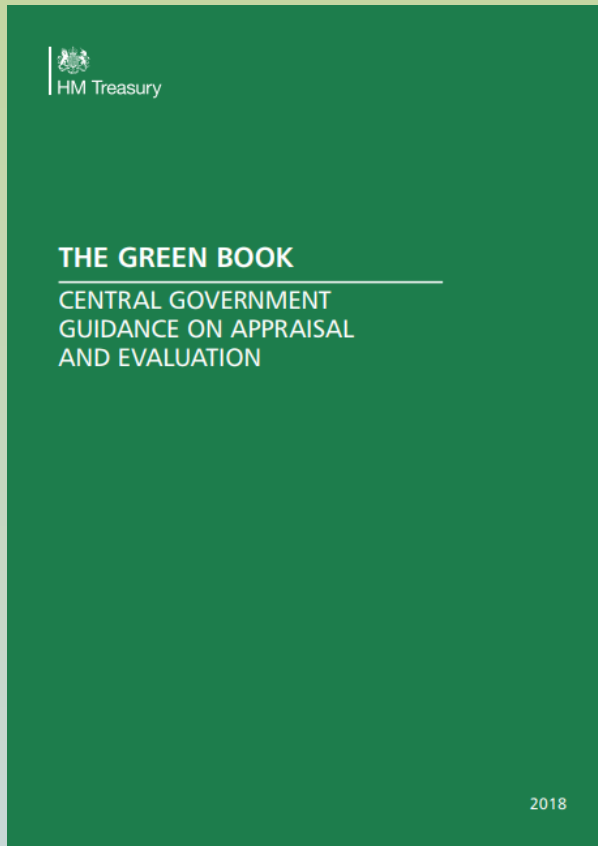
Background

- Vast sums of money are invested in projects, programmes and change initiatives across all sectors and industries
- Business cases or spending proposals typically act as the catalyst for change
- Initiatives often fail at the first hurdle as the business case fails to convince senior management of the return on investment.
- This creates a major problem for project teams as they struggle to secure funding for essential change initiatives, simply because the justification for change is insufficient to persuade those that authorize funding.
- Additionally, projects and other change initiatives are at risk of failure (time, scope / cost / benefits realization) if the business case fails to accurately scope critical aspects of the initiative.
- Particular importance in the public sector where taxpayer funds are at stake.
- Creating effective business cases and spending proposals is therefore critical to securing funding and management buy-in.
- It is important that individuals have the opportunity to develop their capabilities to create, review and adapt effective business cases.



Better Business Cases training and certification is based on HM Treasury's Green Book (Central Government Guidance on appraising and evaluation policies, programmes and projects) and the Five Case Model (a discipline and structure for arriving at the best possible decision).

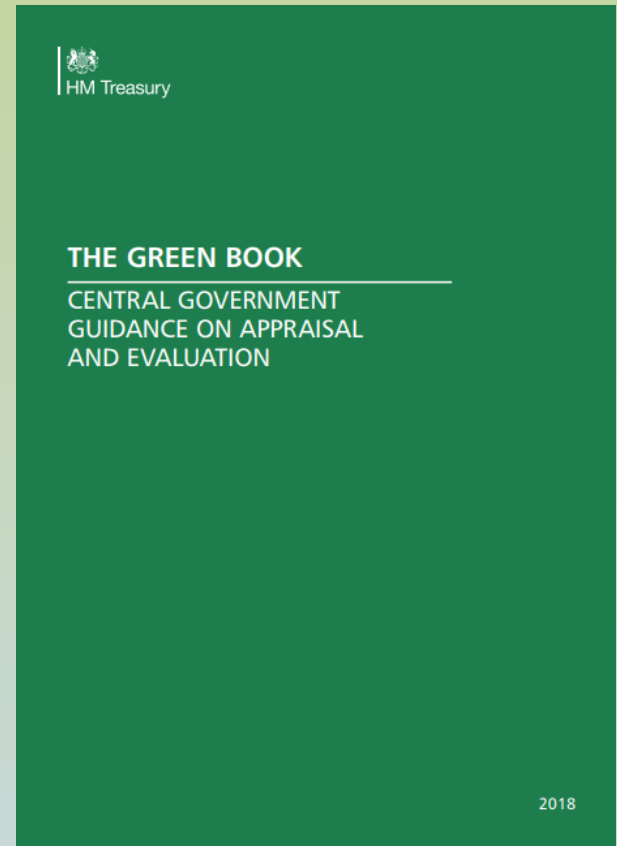
The Green Book



- Central Government Guidance on appraising and evaluation policies, programmes and projects
- Provides guidance to help officials develop transparent, objective, evidence-based appraisal and evaluation of proposals to inform decision making.
- In use for nearly half a century and regularly refreshed.
- Also provides guidance on the design and use of monitoring and evaluation before, during and after implementation.
- Applies to all proposals that concern public spending, taxation, changes to regulations, and changes to the use of existing public assets and resources.

Green Book guidance covers:

- Policy and programme development
- All proposals concerning public spending
- Legislative or regulatory proposals
- Sale or use of existing government assets – including financial assets
- Appraisal of a portfolio of programmes and projects
- Structural changes in government organisations
- Taxation and benefit proposals
- Significant public procurement proposals
- Major projects
- Changes to the use of existing public assets and resources



The Five Case Model

The Five Case Model is the approach for developing business cases recommended by HM Treasury and the Welsh Government. It has been widely used across central government departments and public sector organisations.

The Model has also been mandated in governments outside the UK for certain spending proposals.

The model provides a step-by-step guide to developing a business case that:

- ❑ Establishes a clear need for intervention (a case for change)
- ❑ Sets clear objectives in terms of return on investment
- ❑ Considers a wide range of potential solutions ensuring an optimal balance of benefits, cost and risks.
- ❑ Sets out arrangements to ensure successful delivery of the proposal

The Five Case Model

| | |
|-----------------------------|--|
| Strategic dimension | What is the case for change, including the rationale for intervention? What is the current situation? What is to be done? What outcomes are expected? How do these fit with wider government policies and objectives? |
| Economic dimension | What is the net value to society (the social value) of the intervention compared to continuing with Business As Usual? What are the risks and their costs, and how are they best managed? Which option reflects the optimal net value to society? |
| Commercial dimension | Can a realistic and credible commercial deal be struck? Who will manage which risks? |
| Financial dimension | What is the impact of the proposal on the public sector budget in terms of the total cost of both capital and revenue? |
| Management dimension | Are there realistic and robust delivery plans? How can the proposal be delivered? |



Training and Certification

Syllabus

□ Six key areas:-

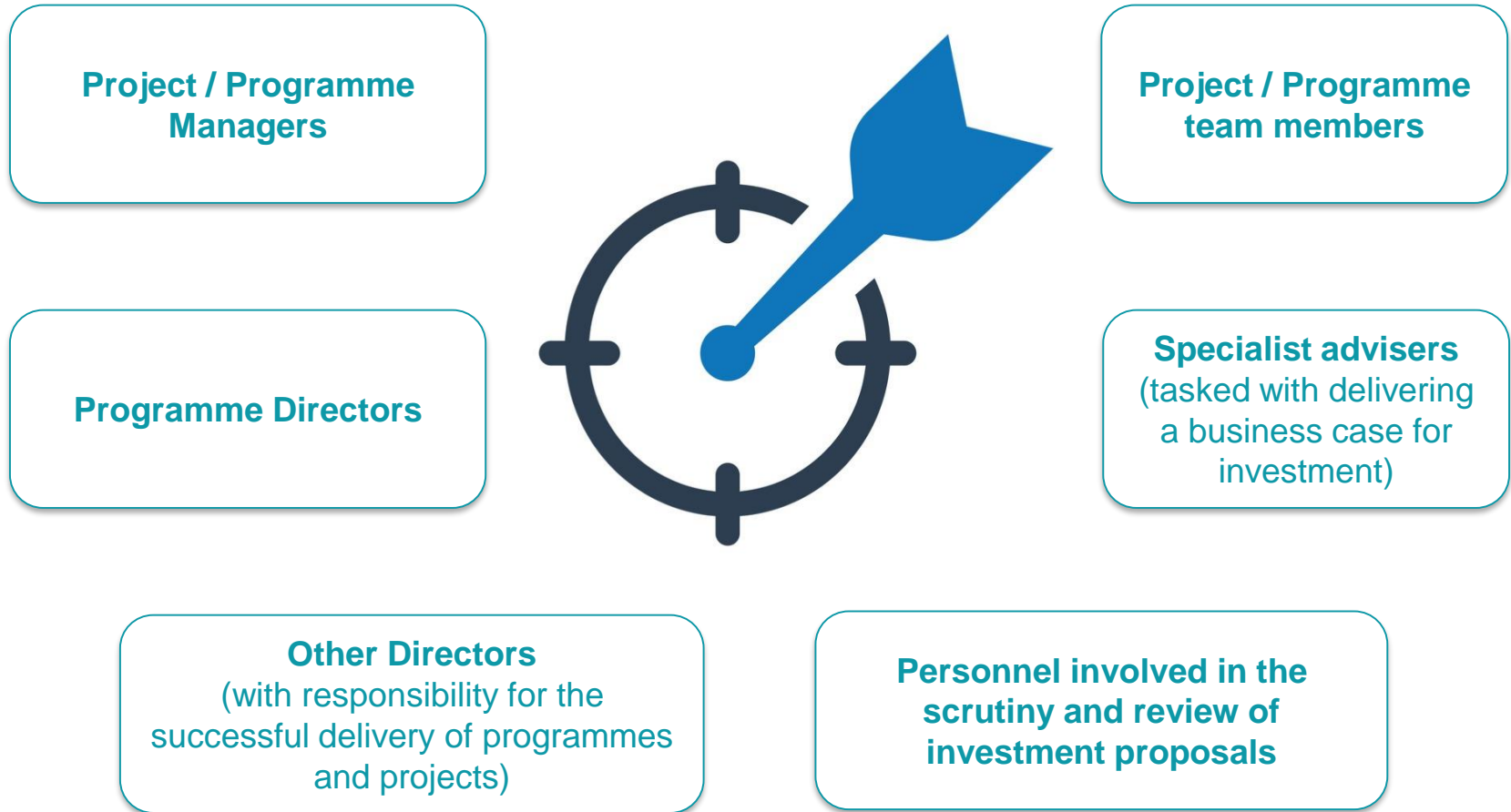
- ❖ Overview of the Five Case Model
- ❖ Developing the Strategic Case
- ❖ Developing the Economic Case
- ❖ Developing the Commercial Case
- ❖ Developing the Financial Case
- ❖ Developing the Management Case



Accredited training

- Available via APMG Accredited Training Organizations (ATOs)
- ATOs offer a range of course options
 - Public / in-house
 - Tutor-lead, blended or fully online
 - Foundation-only or Foundation + Practitioner
- APMG accredited processes, courseware and trainers.
- Recommended learning option
- Self-study also an option

Target Audience





Exams



| FOUNDATION | PRACTITIONER |
|------------------------|---|
| Multiple-choice format | Objective-testing / case study scenario |
| 50 questions | 4 questions (20 marks each) |
| 50% pass mark (25/50) | 50% pass mark (40/80) |
| 40 minutes | 2.5 hours |
| Closed-book | Open-book (Handbook permitted) |
| No pre-requisites | Foundation pass pre-requisite |

BENEFITS



For Individuals

- ❑ Improved understanding of the Better Business Cases process, relevant not only to those **producing** business cases and spending proposals, but also those **reviewing**.
- ❑ Understanding of an established and proven methodology which can be applied at both strategic (macro) and tactical (micro) levels.
- ❑ Recognized certification for a core business competency for so many in mid and senior management roles.

For Organizations

- ❑ Reduction in unnecessary spending and consultancy costs.
- ❑ A process and guidance designed to optimize value from change initiatives.
- ❑ A clear, proportionate approval process and improved, more informed decision making.

Learning outcomes

Foundation

Understand the structure and key terminology of the Five Case Model. Specifically understand:

- Philosophy and underlying rationale of the Five Case Model
- Different types of business case, their purpose, who is responsible for them and when they are required in the development of a spending proposal
- The development of the business case in relation to other recognized and recommended best practice for programme and project management

Practitioner

Apply and understand how to tailor the Five Case Model effectively to the development of a business case within an organization environment supporting the approach.

- Foundation plus:
- Understand the development lifecycle of a business case and relationships between the five cases
- Apply steps in the business case development framework to support production of a business case, using the Five Case Model, for a given scenario.

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