

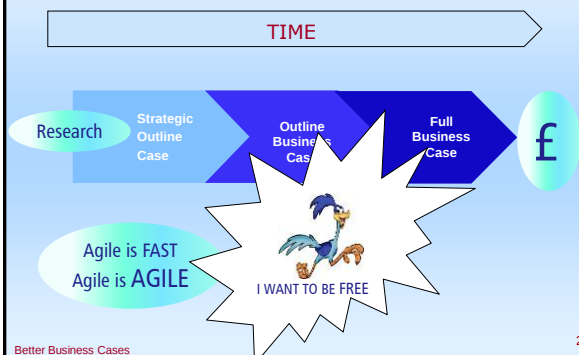
## "Agile" digital development in Spending Programmes and Projects

### What's the Problem?

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## Classic 3 stage Life Cycle of a Project Business Case



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## Delivering value managing the risk



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## How do we Free-up the potential of Agile?

- Free to deliver Business requirements
  - On time for the programme (critical path)
  - Within programme budget
  - Delivering required performance
  - To deliver best public value
  - While managing Programme risk
  - And providing required best practice assurance

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## Better Business Cases

The Better Business Case method  
Reduces pointless bureaucracy and is :-

- ❑ Proportionate (relating resources to cost and risk)
- ❑ Scalable (thinking model applicable at all levels)
- ❑ Flexible (process adaptable to suit decision)
- ❑ Efficient (productivity gains of 30% to 40%)
- ❑ Effective (all key questions are covered)
- ❑ Best Practice (tried and tested)

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## All ICT systems projects are for either :-

- Business Continuity to maintain business services in the face of change, or
- Business Transformation and Development to change the business to enable it to deliver new services or existing services differently

They are business service enabling projects

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## Most Systems Projects whether Agile or otherwise are part of a larger Programme

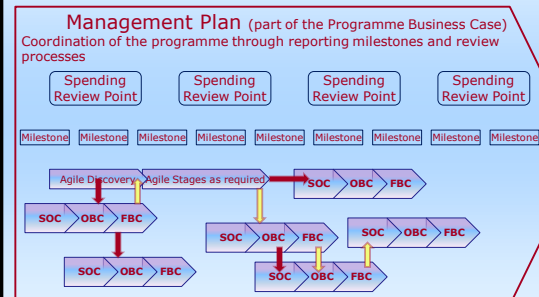
- Programmes should have a Programme Business Case (PBC)
- The PBC identifies the need for the project and provides an outline plan including:-
  - key objectives
  - delivery timescale and
  - a critical path
  - budgets of it's constituent Projects

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## Programme Business Cases and Agile Projects

**Programme Business Case (PBC)**  
 spending envelope, time table, milestones and review points agreed



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## Process for Agile Enabling Projects

The classic three stage Business Case process (SOC, OBC, FBC) can be tailored for Agile enablers while meeting the business need for assurance and approval of the programme and project.

This is possible where the project :-

is part of an overarching Programme Business Case that already defines the business, scope, outputs, timing and resource allocation, budget envelope and which can oversee progress

represent relatively limited spending

is subject to oversight through GDS approval of digital projects

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## Better Business Cases –Process Flexibility

- The Programme Business Case contains much of the content required in an enabling Projects SOC
- The classic three stage project is based around a spending proposal and approval for a procurement
- first approval stage of an agile enabling project could combine features of the SOC and OBC but may require several iterations
- **Yes but** we need to start Agile projects early to get all the benefits of speedy delivery!

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## How to get Agile started quickly?

- Discovery and Alpha are learning phases that feed back into the evolving project business case and through that into the wider Programme Business Case
- Before Discovery and Alpha, there must be a clear justification for why such work is financially and strategically worthwhile.
- Agile Discovery and Alpha phases are regarded as initial research (undertaken from departments' DEL budgets subject to a limit of £750k and DGS administrative controls

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## Guidance Clarification

### Approval process

- Adapted to suit each project's cost and the risk it poses to the programme within which it sits
- Discovery and Alpha equivalent to initial research from within existing budgets subject to a limit of £750k and subject to:-
  - Clear advance strategic and financial justification from the Programme of which it is a part
  - CO/DGS administrative controls

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## What's not Changed



- All of the current Treasury guidance on
  - Producing and approving Business Cases
  - The "Treasury Approval Processes" (TAP) including MPRG
  - Departmental Spending Limits (DEL).*remain unaffected*
- Similarly the Cabinet Office GDS administrative controls on IT that operate through the spending mechanism *remain unaffected*.

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## What's really new for Agile projects?

### Guidance on process to clarify spending approval

Initial research (discovery and alpha) - £750,000

- dealt with by the originating organisation subject to CO digital controls only

Smaller Agile projects below £10m

- can generally be reviewed and approved as part of Programme Business Case process with proportionate documentation and use of live demonstrations

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## What's really new for Agile projects?

### Guidance to clarify spending approval

Larger Agile projects above £10m

- Require a standard business case approach to approval subject to the usual TAP scrutiny and approval process as planned and agreed in PBC
- This must be proportionate and not bureaucratic
- Multiple related small Agile projects must be approved as part of a PBC

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END

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