Investment case

<Agency/Responsible entity>

Date

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Glossary

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| Term | Definition |
| N/A | N/A |

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Template context – remove this section upon development of the artefact

The following Investment Case template is based on the Queensland Treasury Project Assessment Framework business case development document and subsequent Department of State Development, Infrastructure, Local Government and Planning Business Case Development Framework and associated template. All reference documents, and hence this template, align with the Queensland Treasury Gateway review methodology Gate 2: Business Case.

Instructions for use of this template

This template includes instructions, boilerplate text, and fields that should be replaced with the values specific to the project.

* Text enclosed in angle brackets (<text> / <text>) indicates a field that should be replaced with information specific to this document.

When using this template, the following steps are recommended:

1. Replace all text enclosed in angle brackets (e.g., <Project Name>) with the correct field document values.
2. To add any new sections to the document, ensure that the appropriate header and body text styles are maintained by using the ‘styles’ ribbon
3. To update the Table of Contents, right-click on it and select “Update field” and choose the option - “Update entire table”.
4. To update filename and last saved fields, right-click on text and select “Update field”.
5. Before submission of the first draft of this document, delete this instruction section

# Executive summary

## Service need

<This section should outline the service need and problem/opportunity being addressed.>

## Outcomes sought

<This section should outline the outcomes and benefits sought.>

##  Key options analysis findings

<This section should outline key findings and conclusions of the supporting viability analysis.>

## Proposed expenditure

<The purpose of this section is to introduce …>

##  Recommendation

<This section should identify and outline the recommended investment proposal.

This section should outline:

* the viability of the proposal including, as appropriate, endorsement of the reference project
* key activities/thresholds to be achieved prior to the investment proposal proceeding
* progression to procurement and approval of the implementation plan, where appropriate
* identification of significant issues or risks
* key timeframes and governance arrangements.>

# Background

<The purpose of this section is to provide relevant proposal background to provide necessary context for decision-makers.>

## Proposal context

<The purpose of this section is to outline the proposal context.

This section should include:

* the context and timing of when the service need/business need/opportunity was first identified, and the proposal selected for consideration
* the proposal history and context (political and strategic)
* the scope and depth of all relevant investigations and studies.>

## History of the proposal

<The purpose of this section is to outline the history of the proposal.

This section should include:

* proposal background, including an outline of any relevant planning works or feasibility studies (previous and ongoing), noting their scope, depth and results
* a summary of prior decisions, including decisions from the Stage 1: Strategic assessment and Stage 2: Options analysis (as per the Queensland Government Project assessment framework)
* an overview of any completed independent assurance processes developed to support Stage 1: Strategic assessment and/or Stage 2: Options analysis (e.g. Gateway reviews).>

# Governance and assurance

<The purpose of this section is to outline the governance and quality assurance arrangements for the development and approval of the Investment case.>

## Governance

### Proposal owner

<This section should identify the proposal owner including a project team structure and outline roles within the team structure.>

### Overall approach to the Investment case

<This section should include a statement of the overall approach taken including approvals processes and include a proposal development governance diagram.>

### Steering committee

<This section should outline the project steering committee membership, including the terms of reference and the role of Queensland Government stakeholders.>

### Working group/s

<This section should outline the proposal’s working group/s and its membership including the role of Queensland Government stakeholders.>

### Project team roles and responsibilities

<This section should outline project team roles and responsibilities.>

## Assurance

<This section should provide an overview of the assurance activities undertaken for the Investment Case.>

### Approach

<This section should describe the approach used to develop the assurance and peer review process including any approvals.>

### Assurance activities

<This section should describe the assurance activities undertaken.>

# Service need

<This section should clearly articulate the service need (problems/opportunities). The section should include robust contemporary evidence as to why it is necessary to address these problems or opportunities.>

## Service need

<This section should document the service need, outlining the reason and supporting analysis behind the proposal and the range of options considered in responding to the problems/opportunities.>

## Stakeholders and stakeholder engagement

<This section should outline the stakeholder engagement approach with key stakeholders. A stakeholder engagement plan should be attached as an Appendix.>

## Current state

<This section should outline the service need current state, providing decision-makers with details of the service need, its context and characteristics.>

## Benefits sought

<This section should document the intended outcomes of the proposal and the benefits targeted/sought. The project benefits register should be updated as emerging benefits are analysed.>

# Options analysis

<This section should describe the approach to options analysis that resulted in the identification of a preferred option/s from previous project assessment stages.>

## Summary of options

<This section should include a summary of each of the options assessed in previous project assessment stages, across:

* cost benefit analysis
* social impact evaluation
* financial analysis
* risk analysis
* strategic alignment
* any other pertinent analysis from previous project assessment stages.>

## Recommended option/s (reference project/s)

<This section should summarise the reason for selecting the preferred option/s and the criteria for success. This section should provide a succinct overview of why the reference project is the preferred solution across:

* how it will address the service need
* how it will deliver the benefits sought.>

# Reference project

<This section should provide a comprehensive overview of the reference project/s.>

## Approach

<This section should describe the approach used to define the reference project/s, clearly outlining details of:

* what the reference project/s will accomplish (objective/s)
* what the project will and will not include (scope)
* the expected results (outcomes)
* the key parties (stakeholders)
* the recommendation, clearly stating why this option will enable the Queensland Government to deliver the greatest benefit to the community.>

## Objectives, outcomes and benefits

<This section should include a summary of the proposal objectives, outcomes and expected benefits, and explain how the reference project/s will address the service need. The section should document how the reference project/s aligns with local, regional, state and federal planning.>

## Scope

<This section should include a summary of the proposal including key technical features, functionality, operations, services, inclusions and exclusions.>

## Activities

<This section should include an outline of the proposed project program (including scheduled critical path, early work, commissioning and overall project duration).>

## Reference design

<This section should describe the reference design including:

* assumptions underpinning the design
* any limitations and constraints.>

# Strategic considerations

<This section should document the reference project/s potential to impact/align with relevant government programs, policies and initiatives.>

## Strategic alignment

<This section should document how the reference project/s will fit with, contribute to or align with:

* the strategic objectives of the agency and government
* relevant national objectives and programs (where appropriate)
* the fiscal environment and industry context.>

## Policy issues

<This section should outline the assessment of policy considerations including policy limitations and impacts. This section should identify impacts and limitations as either an advantage or a disadvantage.>

# Risk analysis

<This section should summarise the risk-management approach used to assess the reference project/s. The project risk register should be simultaneously updated in line with the development of the Investment Case and attached as an appendix.>

## Overall approach to risk

<This section should clearly document the approach used to develop a robust risk analysis incorporating key stakeholder inputs across all aspects of risk (e.g. social, legal, regulatory, technical, financial and economic etc.).>

## Risk framework

<This section should outline the project risk framework as per the proposal owner’s risk-management policy and any relevant Australian standards.>

## Outcomes

<The outcomes of the risk analysis should document the following:

* description (accurately define the risk)
* impact risk assessment (likelihood, consequence, materiality and risk rating)
* risk allocation (identifying the parties likely to be best able to manage the risks)
* mitigation and controls (including assessing adequacy of controls)
* residual risk rating (post mitigation).>

# Legal and regulatory considerations

<This section should document the legislative, regulatory and legal considerations, and capture their potential impact on the reference project/s design.>

## Legislative issues

<This section should document any specific legislative requirements or issues (both existing and foreshadowed) relevant to the reference project/s or its ongoing operation that may prevent, impede or have a significant impact.>

### Environmental considerations

<This section should include an environmental analysis, highlighting any relevant information about environmental issues associated with a project option (where required).>

## Regulatory issues

<This section should document any regulatory considerations that may prevent, impede or have a significant impact on the reference project/s.>

## Approvals

<This section should document any approval processes that may impact the delivery of the reference project/s, noting any timing considerations or potential impediments.>

## Other legal matters

<This section should identify any other legal matters across the full spectrum of proposal delivery including, for example, contractual arrangements with a third party or third-party requirements that may influence the reference project/s.>

# Whole-of-government policy considerations

<This section should identify any relevant government policy considerations and outline the impacts on the investment project.>

# Public interest consideration

<This section should document the approach taken to identify and address all relevant public interest considerations.>

## Approach

<This section should describe how the public interest assessment was undertaken.>

## Stakeholder engagement

<This section should document any stakeholder engagement activities undertaken to identify public interest matters.>

## Impact on stakeholders

<This section should document the reference project/s potential impact on stakeholders including individuals and communities.>

## Public access and equity

<This section should document how the reference project/s ensures that all groups within society can effectively realise the expected benefits of the investment. The section should include a list of any disadvantaged groups who will use the proposed investment and how they will use it.>

## Consumer rights

<This section should document any potential consumer rights impacts identified for the reference project/s. The section should outline where the reference project/s does or does not provide sufficient safeguards particularly for those to whom government has a higher duty of care.>

## Safety and security

<This section should document any potential security and community safety issues.>

## Privacy

<This section should document any potential privacy issues to provide assurance that users’ rights to privacy are protected.>

# Economic analysis

<This section should document a robust, transparent and coherent socio-economic narrative of the proposal viability or merit. The section should incorporate qualitative and quantitative cost and benefit information.>

## Approach

<This section should outline an economic cost benefit analysis approach/methodology and should include all key inputs, parameters, assumptions, sensitivity and scenario analysis and a description of the reference project/s.>

## Benefits

<This section should describe the identified incremental benefits (qualitative, quantitative, positive and negative) of the reference project/s.>

## Costs

<This section should describe the economic cost/s of the reference project/s.>

## Cost benefit analysis results

<This section should document the cost benefit analysis results including a description and discussion of the net incremental benefits and costs.>

## Socio-economic narrative

<This section should document a clearly articulated socio-economic narrative of the qualitative and quantitative economic merit of the proposal.>

## Sensitivity and scenario analysis

<This section should describe and outline the results of the scenario and sensitivity analysis undertaken to address risk and uncertainty in the economic analysis results.>

# Financial analysis

<This section should document the financial analysis undertaken to develop sound and robust risk-adjusted capital and operating cash flow budget estimates.>

## Approach

<This section should document the approach used in the financial analysis to determine financial viability of the proposed investment. The section should clearly document the financial analysis approach and analytical outputs necessary to inform the economic cost benefit analysis.>

## Capital costs

<This section should outline the capital costs associated with the proposed investment.>

## Operating costs

<This section should outline the operating costs associated with the proposed investment.>

## Project investment schedule

<This section should provide an overview of the required investments across a defined time period.>

## Cost assumptions

<This section should outline and describe any relevant investment and operating cost model assumptions.>

## Benefits summary

<This section should provide a summary of the investment benefits present value and investment annual benefits.>

## Benefits assumptions

<This section should outline and describe any relevant investment benefits assumptions.>

## Net present value analysis

<This section should outline the net present value of the investment over a defined time period, including investment capital costs, operating cost, total benefit, net present value.>

## Sensitivity analysis

<This section should outline the range of identified factors which may lead to significant variations in costs and benefits from the levels assumed in the economic and financial and economic analyses. >

# Affordability analysis

<This section should outline all relevant information that will allow decision-makers to assess whether the proposal is an affordable option over its life and should be considered as a potential investment option.>

## Approach

<This section should describe the approach and methodology for the affordability assessment and analysis of the preferred funding options.>

## Affordability assessment

<This section should present the results of the affordability assessment, acknowledging all underpinning assumptions from the Investment case assessments.>

# Market considerations

<This section should document market sounding objectives, approach and feedback as well as assessment of market capability.>

## Outcomes

<This section should outline the outcomes of the market sounding process.>

# Procurement and delivery strategy

<This section should document the process of assessing delivery models and procurement options and outline the preferred strategy.>

## Sourcing strategies

<This section should document the sourcing strategies considered.>

## Purchasing objectives

<This section should outline any relevant purchasing objectives that reflect the desired outcomes of the project.>

## Preferred procurement strategy

<This section should outline the preferred procurement strategy, covering:

* the desired nature of the relationship with the supplier
* risk management strategies
* supplier development
* broader market management strategies
* and the type of contract to be entered. >

## Recommendation

<This section should identify and recommend the preferred procurement option and delivery model. The section should include justification for the preferred option that includes the reasons for proposing to proceed with that option and reject others. The section should state how the preferred option will contribute to the achievement of the outcome sought should also be explicitly stated.>

# Implementation plan

<This section should outline the proposed implementation program for the delivery of the reference project/s.>

## Project management plan

<This section should include an overview of the project management plan, including a high-level Gantt chart.>

## Implementation governance

<This section should document the proposed implementation governance arrangements.>

## Reporting arrangements

<This section should document the reporting arrangements that will be put in place to implement the preferred option.>

## Stakeholder engagement

<This section should document the stakeholder engagement considerations and activities for the proposal.>

## Risk management

<This section should document the risk management approach for the proposal.>

## Benefits management

<This section should document the development of a benefits realisation methodology for the proposal, including key performance indicators and timelines for their measurement.>

## Change management

<This section should document the development and implementation change-management strategies for the proposal.>

## Quality management

<This section should document the quality assurance framework and structure that will be used to manage the project’s quality.>

## Operating model

<This section should outline the operating model to be applied following handover from the final project stage to ongoing operational arrangements.>

## Funding framework

<This section should define the funding strategy for the preferred option that identifies the timing, mechanisms and sources for cash flows and consequent impacts on agency budgets.>

# Conclusion

## Outcome of the analyses

<This conclusion section should document results of key components of the detailed analyses and summarise key content, noting issues that may impact the delivery of the proposal.

The section should:

* clearly articulate the strategic, social, economic and financial merit of the proposal
* outline how the reference project meets the service need and delivers the intended project outcomes
* state whether the project is viable
* clearly articulate the limitations and constraints in the analysis and the key evaluation supporting whether the proposal is to progress further, be rejected or be subject to further analysis.>

# Recommendation

<This section should identify and outline the recommended investment proposal.

This section should outline:

* the viability of the proposal including, as appropriate, endorsement of the reference project
* key activities/thresholds to be achieved prior to the investment proposal proceeding
* progression to procurement and approval of the implementation plan, where appropriate
* identification of significant issues or risks
* key timeframes, timing and governance arrangements.>
* Benefits register
* Risk register
* Stakeholder engagement plan.

Benefits register

Risk register

Stakeholder engagement plan