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| **Bushfire Local Economic Recovery Fund**  **[PROPOSAL NAME]**  **BUSINESS CASE**  [APPLICANT]  [INSERT VERSION] [INSERT DATE] |

KEY PROPOSAL DETAILS

|  |  |
| --- | --- |
| PROPOSAL INFORMATION | |
| Proposal name |  |
| Lead proponent (i.e. Applicant) |  |
| Lead proponent ABN |  |
| Proposal partners |  |
| LEAD CONTACT | |
| Name |  |
| Position |  |
| Phone |  |
| Email |  |
| Fax |  |
| Address |  |
| PROPOSAL SCOPE | |
| Proposal summary for publication *Please provide 150 words or less* |  |
| PROPOSAL LOCATION | |
| Proposal address |  |
| Local government area |  |
| NSW electorate |  |
| Federal electorate |  |
| SUPPORTING INFORMATION | |
| Attachments *Please list out all supporting information provided* |  |

DOCUMENT INFORMATION

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HOW TO USE THIS SIMPLIFIED BUSINESS CASE TEMPLATE

This template provides instructions in italics and in colour to help applicants prepare their business cases.

Instructions in red italics need to be adhered to by all applicants.

Instructions in light blue italics are recommendations to applicants. These instructions provide guidance on better practice approaches to populating a given section of the business case.

Please delete all instructions prior to submission.

# EXECUTIVE SUMMARY

# CASE FOR CHANGE

## BACKGROUND

Please outline the impact the 2019-2020 Bushfires have had on the local community, your region and, if relevant, your industry.

This section provides the applicant an opportunity to provide information to improve the reviewers’ understanding of the proposal. Types of information that are relevant to this section include:

* The objectives of a proposal
* The planned outcomes from the proposal
* Proposal description
* The impact experienced by the local community
* The economic impact experienced by the Functional Economic Region (information on Functional Economic Regions can be found at <https://www.dpc.nsw.gov.au/programs-and-services/centre-for-economic-and-regional-development/projects/regional-economic-development-strategies/>.

## RATIONALE FOR INVESTMENT

Please outline how the project will support the recovery or resilience of the region the problems that the proposal will overcome.

The problems should be quantifiable and verifiable.

The problems may relate to previous loss or fire impacts as well as your ongoing issues.

Where the project is focused on community or economic resilience you may wish to highlight the future risks faced by your region and how the mitigation is linked to your project.

## STRATEGIC ALIGNMENT

Please outline how the proposal’s outcomes align with NSW Government, regional and Council strategies, plans and priorities. This information should be consistent with the information in your application form (see application form question “How does your project align with one or more of the identified strategies to support regional recovery or resilience?”). Please note that you can provide additional information or if you prefer, you can also respond, “See answer to question ‘How does your project align with one or more of the identified strategies to support regional recovery or resilience?’ in the application form.”

Applications must demonstrate the project aligns with one or more outcomes in one of the following plans:

• the LGA’s Community Strategic Plan or Delivery Program; and / or

• the broader Regional Plan of which the LGA or JOC is a part; and / or

• the broader Regional Economic Development Strategy (REDS) for the region or relevant NSW Government Strategy (e.g. State Infrastructure Strategy 2018-2038, Future Transport 2056, Regional Growth Plans).

It may also be the case that the proposal has been the subject of a Ministerial announcement, an announcement by the local Member of Parliament or a press campaign. If so, details should be provided within this section.

## EXPECTED OUTCOMES

Please outline the expected outcomes arising from the proposal.

Beneficiaries of the outcomes may be Council, users/recipients, the community, businesses and other organisations.

Outcomes should be outlined in quantitative terms where possible. Outcomes may be described in qualitative terms if quantification is difficult.

## STAKEHOLDER & COMMUNITY SUPPORT

Please outline what level of stakeholder and community support there is for the proposal. This information should be consistent with the information in your application form (see application form field “Please attach your evidence of community support for the project”). Please note that you can provide additional information or if you prefer, you can also respond, “See attachments under ‘Please attach your evidence of community support for the project’ in the application form.”

What issues and concerns have stakeholders/the community raised? How has the proposal responded to these concerns?

For proposals that are complex and/or involve multiple stakeholders, the development of a Stakeholder and Communications Plan is recommended. This plan should outline:

* Key stakeholders
* Key issues/concerns
* How the proposal has adapted to these issues/concerns
* Consultation activities undertaken
* Future communications activities proposed.

# ANALYSIS OF THE PROPOSAL

## OBJECTIVES & INDICATORS

Please outline what the proposal is seeking to achieve and how each desired outcome will be measured. This information should be consistent with the information in your application form (see application form section “Outcome Measurement”). Please note that you can provide additional information or if you prefer, you can also respond, “See section ‘Outcome Measurement’ in the application form.”

Table 2.1: Proposal objectives

|  |  |  |
| --- | --- | --- |
| **Key problem/issue** | **Key proposal objective** | **Key success indictor** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## THE BASE CASE

Please summarise what is the ‘base case’ to be used to assess the merits of the preferred solution? The base case is the ‘state of the world’ without the proposal, the case with no change and business as usual.

## OTHER OPTIONS CONSIDERED

Please summarise how the preferred solution was selected.

What alternative options were considered that would also solve the abovementioned problems?

Alternative options that you may wish to consider include:

* A do-nothing option
* A do-minimum option
* A do-later option

## INFORMATION ABOUT THE PROPOSAL

### SCOPE OF WORKS

Please provide a brief description of the works proposed.

This description may include:

* Location of the proposal
* Quantifiable details including area/length, capacity etc.
* Relevant design standards
* Utility adjustments or property acquisitions
* Concept diagrams and sketches
* Photos

The scope of works should include what the key elements are and why each element is needed.

The scope of works should also include allowances for planning and management including project management (including allowances for cost, benefit, risk, asset, stakeholder, change management), consultation, design, preliminaries and procurement activities.

### PROPOSAL EXCLUSIONS

Please outline, if relevant, what elements are outside the scope of the proposal.

### RELATED PROJECTS

Please outline, if relevant, if the proposal is related to another project or is dependent on another project proceeding.

## PROJECTED COSTS

### PROJECTED CAPITAL COSTS

Please outline the projected capital cost of the proposal.

Cost estimates should include:

* Base costs
* Contractor margins
* Project management margins
* Contingency.

All cost estimates should be exclusive of GST.

Applicants should explain how they arrived at their cost estimates.

Table 3.1: Projected capital costs inclusive of contingency ($000s)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stage** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **Future Years** | **Total** |
| Base cost estimate |  |  |  |  |  |  |
| Contingency |  |  |  |  |  |  |
| Escalation |  |  |  |  |  |  |
| **Nominal cost** |  |  |  |  |  |  |

### PROJECTED ONGOING COSTS

Please outline the ongoing costs that would arise with the proposal. These costs may include operating, maintenance, repair, renewal and replacement costs.

These costs should be estimates for all financial years until the proposal reaches a steady state.

Note: Bushfire Local Economic Recovery funding may not be used to fund ongoing costs.

In some instances, cost savings and revenues may be realised. These cashflows should be identified separately.

Table 3.2: Projected ongoing costs ($000s)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Year** | **2020-21** | **2021-22** | **2022-23** | **Future Years** | **Steady State/ Last Year** | **Total** |
| Item 1 |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |
| Item 4 |  |  |  |  |  |  |
| Item 5 |  |  |  |  |  |  |
| Item 6 |  |  |  |  |  |  |
| Item 7 |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

## FINANCIAL APPRAISAL

Please outline the budget impact of the proposal from the applicant’s perspective.

The applicant should provide cashflow projections of the following:

* Capital expenditure
* Ongoing operating and maintenance expenditure
* Renewals or major repairs.

Applicants should provide costs from the start of the proposal (planning) through to the steady state.

In some instances, cost savings and revenues may be realised. These cashflows should be identified separately.

## COST BENEFIT ANALYSIS

You must complete the Bushfire Local Economic Recovery Fund Datasheet if you are seeking over $5 million in funding. The datasheet is available in the Resources section of the BLER Fund website, <https://nsw.gov.au/blerfund>. Please confirm in this section that the document has been completed and will be submitted as part of your application.

Projects funded under the Bushfire Local Economic Recovery Fund are not required to demonstrate a Cost-benefit ratio greater than 1. This information will form part of the projects overall viability review and may be used to determine if the project is suitable for alternative funding streams.

## PROPOSED FUNDING ARRANGEMENTS

Please outline how the proposal’s capital costs are to be funded.

Applicants will be expected to be able to provision for the funding of ongoing costs, unless the project relates to a Program only expected to operate during the period of funding.

Provide a breakdown by financial year if these costs will span multiple financial years.

Ensure that total funding covers total capital costs outlined in Section 3.5.1.

Table 3.3: Proposed capital funding contributions ($000s)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Stage** | **2020-21** | **2021-22** | **2022-23** | **Remaining Years** | **Total** |
| Proposal capital costs |  |  |  |  |  |
| NSW Government (subject of this request) |  |  |  |  |  |
| Council contributions |  |  |  |  |  |
| Industry contributions |  |  |  |  |  |
| Community contributions |  |  |  |  |  |
| Other NSW government contributions |  |  |  |  |  |
| Other Australian Government contributions |  |  |  |  |  |
| Other funding sources (please detail) |  |  |  |  |  |
| **Sub-total** |  |  |  |  |  |

## FINANCIAL HEALTH & SUPPORT

For proposals involving funding from non-government parties, applicants should summarise the principle proponent’s:

* Financial performance i.e. profitability
* Financial position i.e. level of assets and liabilities
* Cash flow position i.e. level of cash inflows and outflows.

Where non-government funding sources are identified, applicants are recommended to demonstrate how secure these funding sources are (e.g. letters of support, MoUs) or how they have been calculated.

Where this information is commercial in confidence, applicants may elect to present this information as an attachment to the business case. In these instances, applicants should contact the department to discuss appropriate confidentiality and probity arrangements.

# IMPLEMENTATION CASE

## PROGRAM & MILESTONES

Please outline the key events and decision points associated with the proposal.

Key events to consider for incorporation into the program:

* Review period
* Planning and detailed design
* Approvals
* Procurement
* Development/construction
* Commissioning.

Table 4.1: Key events

|  |  |  |
| --- | --- | --- |
| **Event** | **Start** | **Finish** |
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## GOVERNANCE

Please outline the project team that will oversee the management (during delivery and operations) of the proposal. Outline the way the proposal will be organised, including:

* Key decision makers (e.g. proposal sponsor, Councillors)
* Governance bodies (e.g. steering committees, advisory groups)
* Proposal personnel
* Key stakeholders (e.g. stakeholder groups, liaison/communications officers)
* Interfaces with Government agencies (e.g. DRNSW, DPIE, DPC, Treasury, INSW, etc.)
* Interfaces with contractors
* If the proponent is more than one entity, interactions between the lead contact and each entity.

Please outline key responsibilities and roles of key personnel.

## CRITICAL RISKS

Please outline the critical risks that the proposal will face, proposed mitigations and how serious each risk is. This information should be consistent with the information in your application form (see application form section “Risk Management”). Please note that you can provide additional information or if you prefer, you can also respond, “See section ‘Risk Management’ in the application form.”

Critical risk areas to consider include:

* Scope
* Construction
* Financing
* Planning and approvals
* Legal
* Property acquisitions
* Utility relocation
* Procurement
* Change
* Sustainability.

Table 4.2: Critical proposal risks

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk** | **Proposed mitigation** | **Risk rating after mitigation** | | |
| **Consequence** | **Likelihood** | **Rating** |
|  |  |  |  |  |
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## LEGISLATIVE, REGULATORY ISSUES & APPROVALS

Please outline any legislative/regulatory issues that the proposal needs to adhere to/manage/resolve as well as the approvals that are expected to be required. If you have a Quantity Surveyors Report (QS Report), please attach a copy of it.

## PROPOSED MANAGEMENT ACTIVITIES

### RISK MANAGEMENT

Please outline how the proposal’s risks will be monitored, managed, mitigated and avoided.

What activities have been undertaken during the planning stage to identify and reduce the proposal’s risks?

What activities are proposed during the delivery stage to identify, monitor and mitigate the proposal’s risks?

### ASSET MANAGEMENT & OPERATIONS

Who will be responsible for the maintenance, operation and ownership of any new assets created by the proposal?