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| **WestInvest Program**  **Community Projects Grants Competitive Round**  **BUSINESS CASE Category A**  **[PROPOSAL NAME]**  [APPLICANT]  [VERSION] [DATE] |

KEY PROJECT DETAILS

|  |  |
| --- | --- |
| PROJECT INFORMATION | |
| Project name |  |
| Applicant |  |
| Project partners (if applicable) |  |
| LEAD CONTACT | |
| Name |  |
| Position |  |
| Phone |  |
| Email |  |
| Address |  |
| PROJECT SCOPE | |
| Project summary for publication *Please provide 150 words or less* |  |
| PROJECT LOCATION | |
| Project site address(es) |  |
| Local Government Area(s) |  |
| Local Aboriginal Land(s) |  |
| SUPPORTING INFORMATION | |
| Attachments *Please upload your attachments in the relevant section in SmartyGrants* |  |

DOCUMENT INFORMATION

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HOW TO USE THIS 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, providing guidance on better practice approaches to populating a given section of the business case.

The business case will be the primary document for demonstrating:

-how your project will improve the ‘liveability’ of your chosen area(s) of Western Sydney

- how your project will be transformational for your community/ies

- your organisation’s track record in delivering similar sized projects

- why you are requesting the amount of funding for your project

- the support you have for this project from your community

Remember:

- your business case should be clear, succinct and user-friendly

- the length of the business case is not a guaranteed of the strength of your business case

**Please delete all instructions prior to submission.**

# EXECUTIVE SUMMARY

Provide a high-level summary of your infrastructure project:

a) your chosen focus area(s)?

b) your chosen Local Government Area(s)

c) what are the community need/s for improving liveability that your proposal is intending to solve?

d) what things your infrastructure project would deliver

e) how those things would improve the liveability of your chosen area(s) of Western Sydney

f) what it will cost and how it will be funded

g) when the project is expected to be delivered or completed.

**NOTE:** The Executive Summary should be no longer than one page.

# SIX FOCUS AREAS AND LOCATION

Please provide details about how the project addresses one or more of the six focus areas:

* Quality green and open spaces
* Community infrastructure
* School modernisation
* Arts and cultural facilities
* High street activation
* Local traffic programs

You may wish to include pictures or charts

Please identify the Local Government Area(s) for your project.

You may wish to include a map or photographs

# COMMUNITY NEEDS

## PROJECT RATIONALE

Please provide information about the context in which the project is situated – this may include a range of things including the cultural, social, geographical, economic context for your project.

Please also outline the key community needs for improving **liveability** that the project aims to address.

* What is/are the overarching problems your project is seeking to address? The problems may relate to current or emerging issues.
* What types of changes to liveability are you seeking to achieve?
* What would happen if your project does not proceed? This is sometimes called the ‘base case’ or ‘state of the world’ without the project, where there is only ‘business as usual’ maintenance or activities.

NOTE: If available, please provide any data and consultation learnings that would help to demonstrate the above.

## TRANSFORMATION

Applicants must demonstrate how their proposal will deliver a transformational change on either a community, and local government area (LGA) or a regional scale (more than one LGA). Please provide information about how your proposal is transformational using one or more of the following criteria:

1.There will be **enduring benefits** – immediately and for future generations

2.There will be a **significant enhancement** to the liveability factors you described above

3.Your proposal will be an **enabling for other projects** within the area you are focused on to provide even greater benefit to that community

4. Your proposal will **leverage an available opportunity** that would be lost if your proposal was not successful

5. Although your proposal is not a typical **Business As Usual** priority for the government or your target community, but it will enhance liveability in your chosen area.

## EXPECTED OUTCOMES AND BENEFITS

The NSW Government uses program logic and needs assessment to design projects and programs and in evaluation. An outcome logic model will illustrate how your intended proposal will work by linking why the infrastructure project is needed to:

-what is required to build the infrastructure

-what changes (outcomes) you expect would be achieved and by whom once the infrastructure is in place

-how long you think those changes would take to eventuate (ranging from short-term, medium-term to long-term)

More information about the steps in outcome logic mapping can be found on DPC’s website.

Please use the outcome logic template below to provide more detail about the outcomes of the project, clearly showing who will benefit from the outcomes from the proposal. This could be a community cultural group, the users of the infrastructure your proposal would deliver, businesses and people employed, or people who visit the area.

Please refer to **Appendix A** for a list of possible outcomes and benefits that may be appropriate for your proposal. This list is by no means exhaustive but is a good starting point for you to prepare your outcome logic map.

|  |  |
| --- | --- |
| OUTCOME LOGIC MAP | |
| COMMUNITY NEED | In 3.1 above you provided a detailed explanation as to why this project should be implemented. Please provide a one sentence statement summary here. |
| PROPOSED INITIATIVE | Please provide a short statement summarising what your proposed project will do to address the community need (or problem) you identified above. |
| INPUTS | Resources needed to conduct the activities in your proposed project |
| ACTIVITIES | The essential actions required to produce your project’s key ‘outputs’ |
| OUTPUTS | The tangible products or goods your infrastructure project is planning to deliver |
| SHORT-TERM OUTCOMES | The impact your project’s outputs will have after the project has been delivered and the target community and geographic areas that will benefit from these impacts. These are usually measured within the first 6 months after finishing a project, but this will vary with each project. |
| MEDIUM TO LONG TERM OUTCOMES | The changes you will start to see over time in the target community group and geographic areas that are a direct result of the impacts of your project. Again, the timing of these measurements will vary with each project – however, medium term outcomes are usually measured between 6 and 18 months after a project is completed, with long term outcomes measured anywhere from 2 years to multiple years later. |
| OUTCOME MEASURES | These are measurements that you can take from a range of data that explicitly show the improvements in ‘liveability’ associated with the outcomes you identified above. Outcome indicators can be measured at varying stages across the project timeline, but make sure you have a baseline measurement when you start to that you are able to demonstrate an improvement. |

# VALUE FOR MONEY

## OPTIONS CONSIDERED

Please summarise how and why you chose this project over other ways to address the community issues you have described in Section 3. What alternative options were considered that would also solve the abovementioned problems?

Alternative options that applicants may need to consider include:

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

Your response should be supported by any available data and/or consultation learnings that would help to demonstrate why you chose this project over possible alternatives to addressing the problem.

## PROJECT OVERVIEW

Please provide a brief description of the works proposed. This should include everything from planning, consultation, design work, procurement activities, to asset management.

This description may include:

* Overall funding requested
* Project site details
* Quantifiable details including area/length, capacity etc.
* Photos of the site/surrounding locale
* Relevant design standards
* Utility assumptions and adjustments
* Property acquisitions
* Concept diagrams and sketches

## SCOPE OF WORKS

Please describe the activities and stages required to plan and deliver the project.

Identify any perceived risk points and critical paths in your program of works.

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

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

## PROJECT IMPLEMENTATION BUDGET

The details for your capital costs and project costs should be completed in the “Project Budget” section of SmartyGrants. This should include details of all co-contributions to the total project cost.

You may provide additional explanation on your projected capital costs here.

## PROJECTED ONGOING COSTS

If relevant, please identify any ongoing costs associated with your project’s deliverables. This should include operating and maintenance costs of infrastructure, physical assets or ongoing capital works.

-How the ongoing costs will be funded. NOTE: WestInvest funds cannot be used to fund ongoing costs

- If cost savings and revenues may be realised this should be identified separately.

## FINANCIAL HEALTH

Please provide supporting documentation (as PDF attachments to your application form) that demonstrate your organisation's ongoing operational financial viability, including (but not limited to):

* Copy of most recent audited financial statements (where possible)
* Statement of Financial Position / Statement of Profit and Loss (where applicable)
* Further document evidence to support the budget particularly for any forecast costs (i.e. expected costs to operate or maintain the proposed project in the future).

Provide any additional information or explanation regarding your organisation's ongoing operational financial viability in this section.

# PROJECT MANAGEMENT

## PROJECT IMPLEMENTATION

The Project Management Plan should describe the methods, timeframes and responsibilities for a milestone to be achieved.

This should include:

- Key milestones and timeframes for each implementation stage

- Key dependencies (i.e. deliverables from other projects that this project requires for implementation

- Key decision points

- Independent assurance requirements

- Resourcing arrangements (including staff/workforce)

- -If your organisation has limited experience delivering infrastructure projects, please include a resourcing plan to access suitable expertise to deliver the project, including specialist project management staff

## PROJECT GOVERNANCE

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

* Key decision makers (e.g. project sponsor, Board, Councillors)
* Governance bodies (e.g. steering committees, project control group, advisory groups)
* Project personnel and their key roles and responsibilities
* Key stakeholders (e.g. stakeholder groups, liaison/communications officers)
* Interfaces with other Government agencies
* Interfaces with contractors
* If the proponent is more than one entity, interactions between the lead contact and each entity.

Please also provide evidence of your organisations’s experience in delivering similar projects. If your organisation has not delivered a project of this scale before, outline the project management or governance arrangements that you would put in place to ensure the project can be delivered?

## RISK MANAGEMENT

Please refer to the risk management framework provided at **Appendix B** when completing the risk table below.

Although this list is not exhaustive, some key risk areas to consider include:

* Occupational health and safety (e.g. COVID, flooding, HAZMAT removal)
* Slippages or overruns in time scheduling
* Scope and Construction
* Financing, planning and approvals
* Legal, procurement and Property acquisitions
* Community consultation

If available, it will also be helpful to attach a copy of your Organisation’s Business Continuity Plan and Risk Appetite Summary

Table 4.2: Key project risks

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Identified Risk | Owner | Likelihood | Consequence | Risk Rating | Risk Management Strategy |
| What might happen? | Who is responsible? | What is the likelihood that this will happen? | What would be the impact if it came true? | Refer to risk matrix | What actions will be taken to prevent this risk from occurring or reduce its impact on the project? |
|  |  |  |  |  |  |
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## LEGISLATIVE, REGULATORY ISSUES & APPROVALS

Please outline any legislative/regulatory issues that the project needs to adhere to/manage/resolve as well as the approvals that are expected to be required.

These may include:

* Heritage listings
* Environmental issues
* Development approvals
* Local authority planning requirements
* Hazardous materials management
* Local Aboriginal Land Council considerations

# COMMUNITY SUPPORT

## STAKEHOLDER SUPPORT

Please provide details of the activities undertaken to engage with the wider community, business sector and government sectors related to your project, and explain the level of support there is for your project. What issues and concerns have stakeholders/the community raised? How has the project development responded to these concerns? You will need to be specific about which groups/how many/how often

You may also wish to include letters of support or other evidence (including Minutes or survey results)

to the SmartGrants application form.

## COMMUNICATIONS PLAN

Provide the details on how you will continue to engage with the community, business sector, and relevant government agencies to ensure they are informed of key information about your project before, during and after it has been delivered

List key stakeholders who will have an impact on the project or be affected by the project and describe how they will be engaged. Summarise the overall key communication and management issues for the project, concentrating on what will contribute to the project’s success or where a lack of communication can lead to failure. Describe how they will be affected by the changes to liveability your project aims to achieve.

**Appendix A: List of possible outcomes and benefits**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Outcomes** | **Benefits** | | **WestInvest Focus Areas** | | | | | |
| **Name** | **Definitions\*** | **green open space** | **community infrastructure** | **school modernisation** | **arts & cultural facilities** | **high street activation** | **local traffic management** |
| Improved access and amenity of public spaces, facilities and town centres | Accessibility for different levels of mobility | Increased physical access for people with different levels of mobility (e.g. lifts, ramps) | x | x |  | x | x | x |
| Amenity benefits | Increase in customer satisfaction ratings as a result of renovating/building a community facility (seating, equipment, cleanliness, lighting) Increased 'aesthetic' amenity in town centres  Increased amenity of local neighbourhoods along road corridors | x | x | x | x | x | x |
| Improved access to a diverse range of community facilities and infrastructure that meets community needs, standards and cultural preferences | Increased range of community activities across LGAs  Increased access to recreational swimming facilities  Increased number of community activities in community centres  increased patronage of artistic and cultural facilities increased diversity of cultural activities (reflecting preferences of WS communities) | x | x |  | x |  |  |
| Safety benefits | Reduced crash and casualty rates from traffic accidents Reduced traffic accidents in town centres/high streets  Increased perception of physical/psychological safety in the local community | x | x | x | x | x | x |
| Use value (recreational benefits) | Monetary value derived from individuals directly interacting with public space. | x | x | x | x |  |  |
| Improved individual/group health and wellbeing outcomes | Use value (health benefits) | Use of public open space may be associated with improvements in general health and wellbeing associated with regular active and passive recreation | x | x |  | x |  |  |
| Improved access to nature or areas of natural scenic quality | Increased public access to places where the community can access nature Increased public access to places the community can access places of scenic beauty and wonder | x |  |  |  |  |  |
| Social inclusion and connectedness | Increased perceptions of inclusion for people from a range of ability, cultural, religious, gender, sexuality perspectives to participate fully in local and regional communities Increased level of engagement in the local community Increased sense of belonging in the community | x | x | x | x | x | x |
| Improved connection to Aboriginal and Torres Strait Islander people's culture and Country | Improved access to facilities that provide opportunities for Aboriginal and Torres Strait Islander peoples to celebrate culture and connections to Country |  | x |  | x |  |  |
| Active transport benefits (as above) | Better health outcomes for active transport users (cyclists, walkers) | x | x |  |  | x | x |
| Air quality | Increased air quality, resulting in improved health and wellbeing outcomes, resulting in reduced public health costs | x |  |  |  |  | x |
| Urban cooling benefits | Reduced ambient temperature (resulting in a reduction in the urban heat island effect), resulting in reduced demand for cooling energy (and GHG emission), reduced energy costs and improved health and wellbeing outcomes | x |  |  |  | x |  |
| Community resilience | Improved community resilience to help withstand external stresses and shocks eg to climate change effects | x | x | x | x | x | x |
| Access to goods and services | Improved access to essential goods and services |  |  |  |  | x | x |
| Standard of living | Reduced cost of living resulting in increased lifestyle happiness | x | x | x | x | x | x |
| Improved environmental protection | Environmental externalities | An externality is a consequence of an economic activity experienced by unrelated third parties - for example eg reduced carbon emissions and a descrease in pollution (externality) as a result of reduced use of cars due to a mode shift to cycling (because of the provision of a new cycleway) | x | x |  |  | x | x |
| Biodiversity (flora and fauna) | Increased variety of plant and animal life as a result of providing habitat, ecosystem support and planting initiatives | x |  |  |  |  |  |
| Greenhouse gas GHG) impacts | Mitigation of the impacts of climate change (contributing to greenhouse gas emission reduction) by urban planting initiatives | x |  |  |  | x |  |
| Stormwater management | Reduced volume of stormwater runoff  Reduced flood damage and improved accessibility | x | x | x | x | x | x |
| Improved blue and green networks that support biodiversity (flora and fauna) | Increased biodiversity, environmental and air quality Cleaner and more sustainable natural waterways Provides increased access to nature (also captured in wellbeing benefits above) | x |  |  |  |  |  |
| Future biodiversity (flora and fauna) security | Securing a community geographical area or infrastructure asset for future purposes (e.g. buying land for future environmental conservation) | x | x |  |  |  |  |
| Improved economic value of public spaces and community facilities | Avoided costs | Reduced ongoing operations because of an initiative | x | x | x | x | x | x |
| Residual value | Components of the investment (e.g. assets) that have significant life remaining at the end of the evaluation period, | x | x | x | x | x | x |
| Land value uplift | Increase in the value of land values as a result of an infrastructure investment | x | x | x | x | x | x |
| Aboriginal cultural & heritage value | Value of protecting and preserving sites and onsite artefacts | x | x |  | x |  |  |
| Infrastructure and service delivery savings | Reduction in the cost of providing core infrastructure to service a property (water, stormwater, sewer, gas, electricity, IT) |  |  |  |  | x | x |
| Non-use value | Occur when people value a good, such as biodiversity (flora and fauna), simply for its existence value independently of any use value | x | x |  | x | x |  |
| Improved school modernity and amenity | Improved adaptability of schools to meet changes in educational standards and the need for digital learning platforms | Increased number of digital learning platforms in classrooms increased ICT connectivity and bandwidth in classrooms |  |  | x |  |  |  |
| Improved community access to use of school facilities | Increased use of school playgrounds outside school hours by sporting groups Increased use of modernised school halls for charitable or community events |  |  | x |  |  |  |
| Improved temperature control in classrooms | reduction in heat (outdoor temperature) Improved ventilation in classrooms |  |  | x |  |  |  |
| Improved travel efficiency | Travel time savings | Reduction in travel time (after a traffic management initiative, for example a new cycleway) | x |  |  |  | x | x |
| Vehicle Operating Costs (VOC) savings | Reduction in basic vehicle operating costs as a result of improved traffic flow or operational efficiencies. |  |  |  |  |  | x |
| Reliability benefits | Reduced variation in travel time as a result of a transport improvement |  |  |  |  | x | x |
| Active transport benefits | Reduced local traffic congestion  Increased active transport options (cycleways, walkways) Increased number of children who walk or cycle to school |  |  |  |  | x | x |
| Improved economic prosperity in WS town centres | Improved employment and business opportunities in town centres | Increased number of jobs located in Western Sydney directly related to the project deliverables Increased number of local businesses  Increased visitation and usage rates of local commercial centres Increased access to community centres, education, employment opportunities Increased outdoor dining options |  |  |  |  | x | x |
| Increased vibrancy of the hospitality and night-time economy | Increased provision of safe and accessible places for dining, entertainment and retail places |  |  |  |  | x |  |
|  |  |  |  |  |  |  |  |  |
| **\*NOTE: Where multiple definitions are provided for a benefit, please select one definition which best describes the benefit that would be realised by your proposal** | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |

**Appendix B: Risk Management Framework**

(Please delete these last pages when you finalise your Business Case)

**Risk Likelihood** - the potential of the risk occurring and impacting upon the projects at any time during the project lifecycle.

|  |  |  |  |
| --- | --- | --- | --- |
| **Rating** | **Likelihood** | **Description** | **Probability** |
| 5 | Almost Certain | The event is expected to occur; almost inevitable. | > 95% to 100% |
| 4 | Likely | The event is highly likely to occur; not surprised if it happens. | > 70% to 94% |
| 3 | Possible | The event may occur at some time. | > 30% to 69% |
| 2 | Unlikely | The event may occur but not anticipated; surprised if it happens. | > 5% to 29% |
| 1 | Rare | The event may occur in exceptional circumstances. | < 5% |

**Risk Consequence** - the likely impact of the risk upon the projects, if it were to occur.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Insignificant (1)** | **Minor (2)** | **Moderate (3)** | **Major (4)** | **Critical (5)** |
| **Risk focus** | *Minimal or no change in project.* | *Can be accommodated with existing resources.* | *Impact can be absorbed with treatment but will require additional resources from other areas.* | *The program, will require considerable additional resource from other areas.* | *The development will not be delivered.* |
| Benefits (business case) | Minimal or no impact on business case benefits. | Benefits may be impacted however, project is still aligned to Business Case. | Benefits will be impacted, however, project is still aligned to Business Case. | Benefits will be impacted and project may no longer be aligned to Business Case. | Benefits will be impacted and project will no longer be aligned to Business Case. |
| Cost | Minimal or no impact on budget. | Impact can be managed within budget. | Impact may be managed within budget. | Impact may not be managed within budget. | Impact cannot be managed within budget. |
| Quality | Negligible quality issues with minimal or no impact on the project. | Quality issues may diminish project development quality. | Quality issues will diminish overall project quality. | Project may be delivered with significant quality issues. | Project will be delivered with significant quality issues. |
| Safety | Incident could occur, however, no injury or time lost. | Compensable injury may occur with lost time impact. | Compensable injury will occur with lost time impact. | Fatality(ies) or permanent injury may occur with lost time impact. | Fatality(ies) or permanent injury will occur with lost time impact. |
| Time | Minimal or no impact on handover date. | Delay may impact handover date but manageable. | Delay will impact handover date but manageable. | Delay will impact handover date and may not be manageable. | Delay will impact handover date and is not manageable. |
| Operational | Minimal impact on future facility operation | May impact on future facility operation but is manageable | Will impact on future facility operation but is manageable | Will impact on future facility operation and may not be manageable | Will impact on future facility operation and is not be manageable |
| Business/enterprise/ reputational | Minimal or no impact to the agency. | Impact can be managed within minor impact to agency's business operation/ reputation | Impact on the agency's business operation/ reputation can be managed | Impact on the agency's business operation/ reputation can be managed may not be manageable. | Impact on the agency's business operation/ reputation is not manageable. |

**Risk Rating** - achieved by plotting the Likelihood and Consequence ratings using the matrix below to determine the Risk Rating.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Likelihood** |  |  |  |  |  |
| **Almost certain - 5** | Medium | Medium | High | High | High |
| **Likely - 4** | Low | Medium | Medium | High | High |
| **Possible - 3** | Low | Medium | Medium | Medium | High |
| **Unlikely - 2** | Low | Low | Medium | Medium | Medium |
| **Rare - 1** | Low | Low | Low | Medium | Medium |
|  | **1 - Insignificant** | **2 - Minor** | **3 - Moderate** | **4 - Major** | **5 - Critical** |
|  | **Consequence** | | | | |

**Risk strategy** - once a risk has been assessed and a risk rating determined, then the most appropriate risk strategy should be considered. The four risk strategies:

|  |  |
| --- | --- |
| **Strategy** | **Action to be taken** |
| Mitigate | Develop actions/options to reduce the likelihood and/or consequence of the risk. |
| Transfer | Outsource the activity causing the risk or insure the risk. |
| Avoid | Remove the activity causing the risk and seek alternative. |
| Tolerate | Take no further action other than to monitor or put plans in place to reduce the consequence in case it occurs. |