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| --- |
| **[PROPOSAL NAME]**  **BUSINESS CASE**  PREPARED BY [CONSULTANT]  PREPARED FOR [LEAD ORGANISTION]  [INSERT VERSION] [INSERT DATE] |

KEY PROPOSAL DETAILS

|  |  |
| --- | --- |
| PROPOSAL INFORMATION | |
| Proposal name |  |
| Lead organisation (e.g. XYZ Council) |  |
| Lead organisation ABN |  |
| Proposal partners |  |
| LEAD CONTACT | |
| Name |  |
| Position |  |
| Phone |  |
| Email |  |
| Fax |  |
| Address |  |
| CONSULTANT CONTACT | |
| Organisation |  |
| Organisation ABN |  |
| Name |  |
| Position |  |
| Phone |  |
| Email |  |
| 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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| --- | --- |
| **Document Summary Information** | |
| Version |  |
| Version Release Date |  |
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HOW TO USE THIS SIMPLIFIED BUSINESS CASE TEMPLATE

This template provides instructions in italics and in colour to help consultants prepare the business case.

Instructions in red italics should be adhered to by consultants.

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

Please refer to the accompanying [Simplified Business Case Guidelines](https://www.sport.nsw.gov.au/sites/default/files/2021-04/Simplified-Business-Case-Guidelines-Final.pdf) for additional guidance on how to fill out this template.

Please delete all instructions prior to completion.

# EXECUTIVE SUMMARY

# CASE FOR CHANGE

## BACKGROUND

This section provides 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

## RATIONALE FOR INVESTMENT

Please outline the key problems that the proposal will overcome.

The problems should be quantifiable and verifiable.

The problems may relate to current as well as emerging problems.

You may wish to highlight the risks that exist or would emerge in the future if the proposal does not proceed or is deferred.

## STRATEGIC ALIGNMENT

Please outline how the proposal’s outcomes align with NSW Government, regional and Council strategies, plans and priorities.

Consultants should consider how the proposal aligns with actions, recommendations and directions outlined in Premier’s Priorities, the State Infrastructure Strategy and Restart NSW/Rebuilding NSW.

Consultants should consider how the proposal aligns with NSW Government agency plans, regional plans, the 20 Year Economic Vision for Regional NSW – Refresh, the NSW Closing the Gap Priority Reform 5 on Employment, Business, Growth and Economic Prosperity, regional economic development strategies as well as relevant local government strategies, including asset management strategies.

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.

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

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 proponents may need 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.

**Mandatory attachment: Please enclose a proposal scope (or similar) document**

### 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.

Consultants should report capital costs:

* On an unescalated basis to inform the cost benefit assessment
* With escalation (i.e. with inflation) to inform funding and affordability assessment.

The assumed inflation rate and its basis should be reported.

All cost estimates should be exclusive of GST.

Consultants should explain how they arrived at their cost estimates.

**Please enclose a Cost Plan or quotes**

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Stage** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **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.

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

Table 3.2: Projected ongoing costs ($000s)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Year** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **….** | **Steady State/ Last Year** | **Total** |
| Item 1 |  |  |  |  |  |  |  |
| Item 2 |  |  |  |  |  |  |  |
| Item 3 |  |  |  |  |  |  |  |
| Item 4 |  |  |  |  |  |  |  |
| Item 5 |  |  |  |  |  |  |  |
| … |  |  |  |  |  |  |  |
| Item n |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

## COST-BENEFIT ANALYSIS

Please complete in accordance with the [NSW Government Guide to Cost Benefit Analysis](https://www.treasury.nsw.gov.au/sites/default/files/2017-03/TPP17-03%20NSW%20Government%20Guide%20to%20Cost-Benefit%20Analysis%20-%20pdf_0.pdf) (https://arp.nsw.gov.au/tpp17-03-nsw-government-guide-cost-benefit-analysis)

## FINANCIAL APPRAISAL

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

The consultant should provide cashflow projections of the following:

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

Consultants 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.

## PROPOSED FUNDING ARRANGEMENTS

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

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** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **2026-27** | **Remaining Years** | **Total** |
| Proposal capital costs |  |  |  |  |  |  |  |
| **Funding sources** | | | | | | | |
|  |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |
| **Sub-total** |  |  |  |  |  |  |  |

## FINANCIAL HEALTH & SUPPORT

Consultants should summarise the lead organisation’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.

**Please attach financial statements for the lead organisation’s past three financial years.**

Where non-government capital funding sources are identified, consultants 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, it may be provided as an attachment to the business case.

# 

# 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.

Recommended attachment: a program timeline/GANNT

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 if capital funding is secured in the future. Outline the way the proposal will be organised, including:

* Key decision makers (e.g. proposal sponsor, Councillors, or key representatives of the lead organisation)
* 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. Planning, 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.

## KEY RISKS

Please outline the key risks that the proposal will face, proposed mitigations and how serious each risk is.

Key risk areas to consider include:

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

Table 4.2: Key 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.

## 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?