**<Insert name of project>**

Business Case template

***Guidance: Business Case template (to be deleted)***

This document provides a structure for the Business Case prepared during the Feasibility stage of the Project Decision Framework.

The purpose of this document is to perform a detailed analysis of the status quo (if applicable) and the best potential delivery options, identified in the Options Analysis, to ensure Council’s decision making group can determine whether to:

* proceed to Stage 4 (Planning) of the Framework, or
* abandon the project.

This template is structured so the user may assess options against standardised criteria including effectiveness, cost and complexity. It is important that option costs, risks and other issues are established with a high degree of accuracy.

It is recommended that sound legal, tax, accounting, engineering and other technical advice be sought in preparing the Business Case (either internal or external). This will help ensure there are no unforeseen issues encountered during future stages of the Framework.

***Guidance: How to use this template (to be deleted)***

Guidance boxes like these are designed to help the user understand what content should be included in each section. Guidance boxes are intended to be removed from the final Business Case document. To remove a guidance box, simply select the rows of text in the guidance box and press delete.

The key questions in each section are *italicised* in the respective guidance box. It is intended that the user describe how the option meets each criterion, including scoring the option in specific grading categories.

The user is intended to enter text or information where form fields (such as this one) are placed. To insert text, simply select the form field and begin typing.

Tables are used to summarise the analysis of each section. To insert additional rows to the table simply select the entire row, right click, select insert and whether to add a row above or below the current row.

Document control

Table 1: Document control

| Prepared by: | Name |
| --- | --- |
| Role: | Job title |
| Team | Team name |
| Local Government Authority | Council name |
| Version number | 0.1 |
| Version date | DD/MM/YYYY |
| Status | Initial Draft / Consultation Draft / Approved Document / Minor Revision / Major Revision - and name sections edited |
| File / document number: | File number / document number |

Document authorisation

Table 2: document authorisation

| Name | Signature | Date |
| --- | --- | --- |
| Requested by: Name (eg, John Smith) |  | Date |
| Reviewed by: Name (eg, Manager) |  | Date |
| Endorsed by: Name (eg, General Manager) |  | Date |
| Approved by: Name (eg, Chief Executive Officer) |  | Date |

Version history

Table 3: version history

| Version number | Date | Changed by | Nature of amendment |
| --- | --- | --- | --- |
| 0.1 | Date | Name | Initial draft |
|  |  |  |  |
|  |  |  |  |

Table of contents

[1 Executive summary 5](#_Toc418859198)

[2 Project objective 5](#_Toc418859199)

[2.1 Community need or business outcome 5](#_Toc418859200)

[3 Background 6](#_Toc418859201)

[3.1 Current situation 6](#_Toc418859202)

[3.2 Deferral impacts 6](#_Toc418859203)

[4 Alignment with strategic objectives and policy framework 7](#_Toc418859204)

[4.1 Project drivers 7](#_Toc418859205)

[5 Options considered 7](#_Toc418859206)

[6 Impact on service levels 8](#_Toc418859207)

[7 Analysis of legislative issues 9](#_Toc418859208)

[7.1 Environmental issues 9](#_Toc418859209)

[7.2 Planning issues 10](#_Toc418859210)

[7.3 Cultural heritage or Native Title issues 10](#_Toc418859211)

[7.4 Other issues 10](#_Toc418859212)

[8 Council policy constraints 11](#_Toc418859213)

[9 Stakeholder consultation 11](#_Toc418859214)

[10 Public interest assessment 12](#_Toc418859215)

[11 Complexity 12](#_Toc418859216)

[12 Risk analysis 13](#_Toc418859217)

[13 Cost-benefit analysis 14](#_Toc418859218)

[13.1 Whole-of-life financial cost/benefit 15](#_Toc418859219)

[13.2 Net present financial value/net present financial cost 15](#_Toc418859220)

[13.3 Non-financial cost-benefit analysis 16](#_Toc418859221)

[13.4 Sensitivity analysis 16](#_Toc418859222)

[14 Funding options 17](#_Toc418859223)

[15 Timeframe 18](#_Toc418859224)

[16 Other issues 18](#_Toc418859225)

[17 Summary of project options 19](#_Toc418859226)

[18 Ranking project options 20](#_Toc418859227)

[19 Recommendation 21](#_Toc418859228)

[20 Appendices 21](#_Toc418859229)

[Appendix A: Photos or plans (optional) 22](#_Toc418859230)

[Appendix B: Financial calculations (optional) 23](#_Toc418859231)

[Appendix C: Risk register 25](#_Toc418859232)

# Executive summary

***Guidance: to be deleted***

The Executive Summary should be concise and be kept to one or two pages. It is best written as the last step of the Business Case as it should capture the high level findings and final recommendation. The Executive Summary should provide all the relevant information needed by senior management without having to read the report in its entirety.

As a guide, the Executive Summary should outline the:

* desired community outcome or business need
* options considered
* project recommendation
* project budget and timeline for approval, and
* residual risk to Council.

Enter text here

# Project objective

***Guidance: to be deleted***

This section should not focus on proposed solutions, works or assets – but rather on defining the problem that needs addressing.

Most of this information should be included in the Options Analysis. Where appropriate, this section should expand upon, rather than simply repeat, the findings of the Options Analysis.

## Community need or business outcome

***Guidance: to be deleted***

*What genuine community need or business outcome will this project address?*

Outline specific objectives or outcomes for the project that should be achieved. In some cases, there may be multiple objectives, though it is best to limit them to as few as possible and clearly outline which one is the primary objective. Provide an overview of the issues, hazard(s) or improvement opportunities that should be addressed. Define the required functionality of the solution. The project objective may relate to the business drivers and corporate objectives, but should be clear and measurable.

Enter text here

# Background

***Guidance: to be deleted***

*How was this community need or business outcome identified?*

Describe any important background information to this project being initiated. This may include any studies, trials, earlier works, earlier investigations, similar issues at other sites, or a general history of the business-project objective. Where applicable, explain why previous attempts to solve this issue have failed.

Enter text here

## Current situation

***Guidance: to be deleted***

*How does the Council currently meet the desired community need or business outcome (if at all)? What is the status quo?*

Describe how the Council currently meets the project objective (if applicable) including current processes and/or the location and condition of existing assets. This is the project base case against which all potential project options must be evaluated unless it is determined that continuing with the current situation is not feasible (eg, to comply with regulatory changes).

Enter text here

## Deferral impacts

***Guidance: to be deleted***

*What are the consequences of deferring this project?*

Identify the consequences of delaying addressing the current situation (as described above) to a future year or not proceeding with this project at all. Highlight the importance of this project and any critical timeframes (if applicable).

Deferring the project may be necessary if Council budget constraints limit the number of projects that can be approved in a given year. The consequences of delaying capital expenditure, however, may increase the risk of asset failure or limit the capacity of community services to keep pace with demand growth.

Enter text here

# Alignment with strategic objectives and policy framework

***Guidance: to be deleted***

*Why should Council meet this need?*

Outline how achieving this outcome fits within Council’s broader organisational context, strategic business objectives, service level commitments or policy framework.

Enter text here

## Project drivers

***Guidance: to be deleted***

*What are the key project drivers?*

Identify key project drivers. Project drivers should indicate why this project has been initiated and whether it aligns with Council objectives (eg, compliance requirements, regulatory requirements, health and safety requirements, population growth or other business objectives or corporate objectives). The project drivers should form the basis of specific objectives and outcomes for the project that must be achieved, and should be clear and measurable.

If a key project driver is increasing demand due to population growth, a chart showing the demand forecast versus capacity may be useful.

Enter text here

Table 4: Project drivers

| Project driver | Nature of the driver | Council objective |
| --- | --- | --- |
| Priority 1: name driver here | Describe driver here | List the Council objective the driver is aligned with |
| Priority 2: name driver here | Describe driver here | List the Council objective the driver is aligned with |
| Priority 3: name driver here | Describe driver here | List the Council objective the driver is aligned with |

# Options considered

***Guidance: to be deleted***

*What options are to be considered?*

List and describe all the options considered including the current situation, options that were discarded as part of the Pre-feasibility stage and options to be considered as part of the Feasibility stage. Justify the inclusion of each option.

The first option should be the current situation. This is because every option must be evaluated against the performance of the current situation, unless the current situation is deemed to no longer be feasible.

The potential delivery options that have been considered as part of the Framework are listed below in Table 5.

Table 5: Options to be considered

| Reference | Description | Why has this option been included? |
| --- | --- | --- |
| Option A: name | Describe this option | Summarise why this option requires a detailed Business Case |
| Option B: name | Describe this option | Summarise why this option requires a detailed Business Case |
| Option C: name | Describe this option | Summarise why this option requires a detailed Business Case |

***Guidance: to be deleted***

*What options have been excluded?*

List and describe all the options that have been excluded from the Feasibility stage. Identify why these options have been excluded.

Table 6: Options that have been excluded

| Reference | Description | Why has this option been excluded? |
| --- | --- | --- |
| Option D: name | Describe this option | Describe why this option has been excluded |
| Option E: name | Describe this option | Describe why this option has been excluded |
| Option F: name | Describe this option | Describe why this option has been excluded |

# Impact on service levels

***Guidance: to be deleted***

*How will each option affect current service levels (positive or negative)?*

Identify whether this project will affect existing Council service levels and if the impact will be an improvement or reduction in service levels.

***Note:*** *this information can be copied over from the Options Analysis completed during Stage 2 (Pre-feasibility, if still relevant).*

Enter text here

Table 7: impact on service levels

| Reference | Will this option affect existing service levels? | If reduced, what action can resolve this disruption (if necessary) |
| --- | --- | --- |
| Option A: name  | No change/improved/reduced service levels | Brief description of activity |
| Option B: name | No change/improved/reduced service levels | Brief description of activity |
| Option C: name | No change/improved/reduced service levels | Brief description of activity |

# Analysis of legislative issues

***Guidance: to be deleted***

*How should the legislative issues that will affect each option be resolved?*

Outline how the legislative issues that will affect each option should be resolved, including:

* the process involved in resolving the issue
* the cost of resolving the issue, and
* the estimated timeframe for resolving the issue.

Given these issues may have a significant impact on the viability and timing of a project, careful and particular consideration of each is important.

The Options Analysis should have already identified what legislative issues may affect each option. The Business Case should confirm that all legislative issues have been considered and outline the process to resolve each issue.

## Environmental issues

***Guidance: to be deleted***

An environmental analysis is required for all capital projects to ensure that they meet the requirements of environmental legislation, such as the *Environmental Protection Act 1994*. An environmental analysis will determine the extent and nature of environmental issues and whether further investigation is needed (such as a detailed environmental impact assessment). An environmental analysis may also consider:

* on- and off-site environmental consequences
* short- and long-term environmental effects
* opportunities to improve environmental benefits (eg, through conservation initiatives), and
* whether environmental issues associated with the option are likely to be of significant community concern.

Where an environmental analysis confirms areas of significant environmental concern, strategies should be developed, where feasible, to address these concerns. The costs and benefits associated with these strategies should then be identified and valued.

*NOTE: When completing this section, consultation with Council’s legal advisor is recommended.*

Enter text here

## Planning issues

***Guidance: to be deleted***

Projects that include construction or building work must comply with planning legislation, such as the *Integrated Planning Act 1997*.

*NOTE: When completing this section, consultation with Council’s legal advisor is recommended.*

Enter text here

## Cultural heritage or Native Title issues

***Guidance: to be deleted***

Cultural heritage is also protected by legislation such as the *Queensland Heritage Act* 1992. A place of cultural heritage significance can include a landscape, place of worship, railway bridge, picture theatre, house, park, structure, machine or other site of historical, mythological or spiritual importance.

Indigenous cultural heritage is protected by legislation as well, such as the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003*. Whether or not Native Title issues will arise depends on a range of factors, including: the current and past uses of the land or waters; the proposed development of the area; the nature of authorities; permissions; and titles required.

*NOTE: When completing this section, consultation with Council’s legal advisor is recommended.*

Enter text here

## Other issues

***Guidance: to be deleted***

Other issues may include licences, permits and easements, among others.

Enter text here

Table 8: Summary of legislative issues

| Reference | Description | Action required |
| --- | --- | --- |
| Option A: name  | List legislative issues, | Summarise action required |
| Option B: name | List legislative issues | Summarise action required |
| Option C: name | List legislative issues | Summarise action required |

# Council policy constraints

***Guidance: to be deleted***

*Are there any Council policy issues or constraints that may affect each option?*

The Options Analysis should have already identified any Council policy issues which may affect each option. The Business Case should confirm that all policy issues have been considered and outline the process to resolve each issue. Potential issues could include, among others:

* asset management policies
* financial performance policies
* corporate governance policies
* funding policies
* employment policies including industrial relations, skill development and training issues
* information privacy and security
* community service policies, and
* specific Council by-laws.

Enter text here

Table 9: Summary of Council policy issues

| Reference | Description | Action required |
| --- | --- | --- |
| Option A: name  | List policy issues | Summarise action required |
| Option B: name | List policy issues | Summarise action required |
| Option C: name | List policy issues | Summarise action required |

# Stakeholder consultation

***Guidance: to be deleted***

*Can the support of key stakeholders be achieved?*

Outline the options which are dependent on stakeholder support and assess whether their support/approval can be obtained. Key stakeholders could include the general community, government agencies or relevant government departments.

The Options Analysis should have already identified what stakeholder support may be required for each option. The Business Case should confirm that all stakeholders have been considered and outline the process to approach each stakeholder.

Enter text here

Table 10: Summary of stakeholder considerations required and dependEncies

| Reference | Aspect of option requiring stakeholder approval | Stakeholder | Can support from this stakeholder be gained? |
| --- | --- | --- | --- |
| Option A: name  | List details | Name stakeholder | Yes or No |
| Option B: name | List details | Name stakeholder | Yes or No |
| Option C: name | List details | Name stakeholder | Yes or No |

# Public interest assessment

***Guidance: to be deleted***

*What social issues or opportunities may affect the option?*

Develop strategies to manage social issues or leverage social opportunities to maximise the community benefit of each option. Types of issues that may need to be considered include: history, heritage, the arts and culture, quality of life, health, welfare, public safety, law and order, employment and education.

The Business Case should identify what social issues or opportunities may need to be managed or leveraged to ensure the benefit of this project to the community is maximised.

Enter text here

Table 7: Summary of social issues and opportunities

| Reference | Social issues or opportunities | Strategy to manage/exploit |
| --- | --- | --- |
| Option A: name  | List details | List details |
| Option B: name | List details | List details |
| Option C: name | List details | List details |

# Complexity

***Guidance: to be deleted***

*How complex is each option?*

Describe the complexity of the option and categorise it as having a complexity of either: low, moderate or high. It may be useful to break the option into stages to understand the complexity of each step. Useful questions used to assess the complexity of the project may include:

* Has the Council completed this type of delivery method/project before?
* Does the Council have the expertise to undertake this option?

The Business Case should confirm that all issues have been considered in classifying each option’s complexity.

Enter text here

Table12: Summary of option complexity

| Reference | Complexity | Justification |
| --- | --- | --- |
| Option A: name  | Low, moderate or high, | Justify complexity rating |
| Option B: name | Low, moderate or high | Justify complexity rating |
| Option C: name | Low, moderate or high | Justify complexity rating |

# Risk analysis

***Guidance: to be deleted***

*What are the risks associated with each option?*

The Options Analysis should have identified and classified the high level key risks for each option which would have been captured in the ***Project Risk Assessment tool*** provided by QTC. This analysis forming part of the Business Case should provide more granularity of the risks than previously considered to ensure that all potential risks are known and mitigation treatments planned.

Mitigation treatments could include preventing the risk, transferring the risk, mitigating its impact, choosing to bear the risk, or a combination of these. Assuming the mitigation strategies are implemented, each risk can then be assigned a rating based on its probability of occurrence and potential impact on the project (eg, low, moderate, high, extreme). The risk of each option is then based on the assessment of each option’s key risks. In this way, the option risk assessment will reflect the degree to which specific risks increase the uncertainty of option outcome. The Project Risk Assessment template includes functionality to capture the more detailed risks considered as part of this Business Case.

The complete list of risks for each option should be attached in Appendix C: Risk register.

Enter text here

Table 13: Key Residual Risks for each option

|  |
| --- |
| Option 1: Name – Classify option risk (insignificant, low, moderate, high, extreme) |
| Risk event | Risk rating |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| HIGHEST RISK LEVEL | Option risk rating (ie, the highest of the above risks) |

|  |
| --- |
| Option 2: Name – Classify option risk (insignificant, low, moderate, high, extreme) |
| Risk event | Risk rating |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| List risks | Insignificant, low, moderate, high, extreme |
| HIGHEST RISK LEVEL | Option risk rating (ie, the highest of the above risks) |

# Cost-benefit analysis

***Guidance: to be deleted***

*What costs or benefits will each option provide to Council?*

For each option, identify:

* the whole-of-life financial benefits and costs (in nominal dollar terms)
* the net present financial value or net present financial cost
* the non-financial costs and benefits, and
* the effect of sensitivities on each of the cost-benefit measures outlined above.

The Options Analysis should have identified the whole-of-life financial costs, the net present value (cost) and non-financial costs/benefits of each option. The Business Case should assess whether these figures are accurate and include a sensitivity analysis on each figure.

Summarise the costs and benefits of each option in a Table.

Enter table here

## Whole-of-life financial cost/benefit

*What is the whole-of-life financial outcome of each option (ie, both costs and benefits)?*

Identify the cashflows of each option in nominal dollar terms over the whole economic life of the option (eg, construction costs, maintenance, wages, revenues, etc.). Include only relevant cashflows that are achievable, specific, quantifiable and can be monitored. Calculate the whole-of-life financial cost by adding these cashflows together.

Ideally, project costs should comprised a ‘Base’ (ie, the most likely [P50] cost of the project) and an ‘Allowance’ (ie, the maximum increase in costs allowed). For example, the Base cost of building a new Water Treatment Plant may be the minimum expected cost of constructing the asset, whereas the Allowance may be the additional costs arising from expected delays due to poor weather. The costs identified in the Project Budget should reflect both the Base and the Allowance.

A contingency may be added on top of the Project Budget as discussed above in the Risk analysis section. A contingency should be an allocation of funds that can be used only if specific risks occur. Contingencies should reflect the riskiness of the option and may be calculated using a flat percentage of total costs or by adjusting the contingency for individual risk items depending on their consequences and likelihood.

Exclude sunk costs (costs already incurred) in the financial analysis. This is because the investment decision of project evaluation is based on money that *could* be spent, rather than money that already *has* been spent. For example, the net present value of an existing swimming pool would be its yearly operating and maintenance costs discounted back to present value. The net present value analysis would ignore historical construction costs that have already been spent (costs that have already been ‘sunk’).

The Business Case should specify costs and revenue with a high degree of accuracy (eg, at a 70 per cent confidence interval); however, this may not be achievable in every case. For this reason, it is important to estimate the confidence level of the cashflows for each option (eg, to the nearest 20 per cent).

Enter text here

## Net present financial value/net present financial cost

*What financial costs or benefits will each option provide to the Council in present dollar terms?*

Calculate the net present financial value (for options that will generate revenue) or net present financial cost of each option (for options that will *not* generate revenue). This involves forecasting what cashflows the Council is expected to incur in each year over the economic life of the option and discounting these back to present value. For consistency, use the cashflow profiles identified in the Whole-of-life financial cost section. Queensland Treasury Corporation’s (QTC) Whole-of-life costing tool can provide a useful estimate of the discounted cost of an asset over its economic life.

This analysis is useful for comparing the cashflow profiles for different options. For example, one option may involve a larger initial outlay but lower ongoing costs, while another may cost less to build but more to maintain and operate.

QTC may assist with selecting an appropriate discount rate. As a rule of thumb:

* for net present value options (eg, commercial projects), the discount rate should reflect the risk of the project (higher risk option, higher discount rate and vice versa). The discount rate is commonly referred to as the weighted average cost of capital (or WACC) and is used in assessing the financial viability of a project. Council’s commercial business units would commonly use the business’ WACC, and
* for net present cost options (eg, social infrastructure), use Council’s borrowing costs as the discount rate and capture the risk of each option by including contingencies in the cashflows.

Enter text here

## Non-financial cost-benefit analysis

*What non-financial costs or benefits will each option provide to the Council or the community?*

Identify the non-financial costs or benefits each option will provide to the Council or the community (eg, social, environmental, etc.). Non-financial factors could include increases/decreases in carbon emissions, noise, crime, health, the arts, education, the price of goods or services, jobs, community spirit, equity of access, etc.

Quantify the benefits and costs where possible. This is important because it will enable the evaluation of different options against the project objective.

Enter text here

## Sensitivity analysis

*What effect would a change in revenues, expenses and/or the initial outlay have on the whole-of-life cost of the option? What about the option’s net present financial value and the non-financial costs and benefits?*

Conduct a sensitivity analysis on each project option. At a minimum, the sensitivity analysis should include an optimistic case, a most likely case and a pessimistic case, though it may be important to run more than three different scenarios. For example, the sensitivities could be based on whether the contingencies are used up, whether costs or revenues are under/over budget, whether additional costs are incurred or avoided, and so on. Be sure to define the difference between the optimistic and pessimistic case and the most likely case.

It is also important to identify whether the sensitivities will change the quantity of non-financial costs and non-financial benefits. For example, a pessimistic scenario of reduced patronage on a Council bus service will reduce revenues, but it may also increase traffic (due to more cars being on the road), increase carbon emissions and hasten the deterioration of existing roads (due to increased car traffic).

Enter text here

Table 14: Summary of cost-benefit analysis

| Reference | Case | Whole-of-life cost ($m) | Accuracy of figures (per cent) | Discount rate in NPV/NPC analysis | NPV/NPC ($m) | Non-financial costs | Non-financial benefits |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Option A: name  | Optimistic | $m | 0% | 0.00% | $m | List details | List details |
| Most likely | $m | 0% | 0.00% | $m | List details | List details |
| Pessimistic | $m | 0% | 0.00% | $m | List details | List details |
| Option B: name | Optimistic | $m | 0% | 0.00% | $m | List details | List details |
| Most likely | $m | 0% | 0.00% | $m | List details | List details |
| Pessimistic | $m | 0% | 0.00% | $m | List details | List details |
| Option C: name | Optimistic | $m | 0% | 0.00% | $m | List details | List details |
| Most likely | $m | 0% | 0.00% | $m | List details | List details |
| Pessimistic | $m | 0% | 0.00% | $m | List details | List details |

# Funding options

***Guidance: to be deleted***

*How will each option be funded?*

Outline a detailed plan to secure funding for each option (eg, funding from available cash, QTC debt, State Government or Federal Government grants, etc.).

The Business Case should review the funding sources identified and outline a detailed plan to source necessary funding for each option. Ensure Council is able to secure the funding for each option.

Enter text here

Table 15: option funding sources

| Reference | Funding sources | Plan to secure funding |
| --- | --- | --- |
| Option A: name  | Enter funding source | Describe plan to secure funding |
| Option B: name | Enter funding source | Describe plan to secure funding |
| Option C: name | Enter funding source | Describe plan to secure funding |

# Timeframe

***Guidance: to be deleted***

*How long will it take to implement this option?*

The Options Analysis provided an indicative timeline required to implement each option (to the nearest six months). The Business Case should provide firm indications of the timeframe required based on all the known issues and considerations. Information should also be included about any key time milestones or dependencies (ie, timing to coincide with the start of the new financial year or commencement of new legislation/regulation).

Enter text here

Table 16: Indicative timeframes

| Option name | Timeframe required | Timing dependencies |
| --- | --- | --- |
| Option A: name  | Timeframe (eg. 12 months, 3 years etc) | (eg. coincide with new legislation) |
| Option B: name | Timeframe (eg. 12 months, 3 years etc) | (eg. coincide with new legislation) |
| Option C: name | Timeframe (eg. 12 months, 3 years etc) | (eg. coincide with new legislation) |

# Other issues

***Guidance: to be deleted***

Describe any other important issues that may not have been captured by the above sections.

Enter text here

# Summary of project options

***Guidance: to be deleted***

After analysing each option using the high-level framework above, input the issues relating to each option below.

Table 17: Summary of risks, complexities and other issues

| Option | Option A name  | Option B name | Option C name |
| --- | --- | --- | --- |
| Will this option affect existing service levels? | No change/reduce/improve | No change/reduce/improve | No change/reduce/improve |
| If yes to the above, has a strategy for successfully resolving this disruption been outlined? | Yes / No | Yes / No | Yes / No |
| Legislative / policy issues | List issues | List issues | List issues |
| Has a process for successfully resolving these issues been outlined? If not, identify which issues. | Yes / No | Yes / No | Yes / No |
| Which stakeholders are required to support this option? | List stakeholders | List stakeholders | List stakeholders |
| Has a process for successfully achieving support from this stakeholder been outlined? | Yes / No | Yes / No | Yes / No |
| Social issue or opportunity | List issues | List issues | List issues |
| Has a strategy for successfully resolving this issue been outlined? | Yes / No | Yes / No | Yes / No |
| Complexity | Eg, low, moderate, high | Eg, low, moderate, high | Eg, low, moderate, high |
| Residual risk | Eg, low, moderate, high, extreme | Eg, low, moderate, high, extreme | Eg, low, moderate, high, extreme |
| Funding Method | List funding methods | List funding methods | List funding methods |
| Has a plan for securing these funding sources been identified? | Yes / No | Yes / No | Yes / No |
| Timeframe | Eg, 6 months | Eg, 6 months | Eg, 6 months |

# Ranking project options

***Guidance: to be deleted***

*Which option(s) are better at delivering on the project objective?*

Rank the option(s) according to which one will be better able to deliver on the project objective. For more complex or risky projects, it may also be useful to compare the options using a detailed risk assessment. Be sure to consider:

* whether the option can deliver on the project objective in an acceptable timeframe
* whether Council can complete the project using the option, given its complexity and Council’s risk tolerance, and
* how well the option actually meets the project objective, given its costs and benefits.

Justify the ranking of each option.

Enter text here

The project options are ranked below in Table 18.

Table 18: Ranking Project options

| Rank | Option name | Justification |
| --- | --- | --- |
| 1 | Option A name  | Describe main reason for giving the option this rank |
| 2 | Option B name | Describe main reason for giving the option this rank |
| 3 | Option C name | Describe main reason for giving the option this rank |

# Recommendation

***Guidance: to be deleted***

*How should the project be progressed?*

Recommend whether the project should:

* proceed to the Planning stage of Council’s Project Decision Framework, subject to any conditions (if applicable), or
* be abandoned.

If it is recommended that the project proceed, specify which option should be used to deliver on the project objective.

Enter text here

On the basis that a Business Case has been prepared and is outlined above, it is recommended that Council:

* **approves** the project to proceed to the Planning Stage with option <insert name> , or
* **abandons** the project.

| Signed,Name: Enter text hereRole: Enter text here\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Signed,Name: Enter text hereRole: Enter text here\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| --- | --- |

Enter text here

# Appendices

***Guidance: to be deleted***

Indicate which appendices have been included in this Business Case. Potential appendices could include assumptions and cost estimates, total project cost calculations, photos, plans or maps.

Enter text here

Table19: Appendices

| Appendices | Included |
| --- | --- |
| Appendix A (eg, photos or plans) | Insert file link if available |
| Appendix B (eg, financial calculations) | Insert file link if available |
| Appendix C | Insert file link if available |

1. Photos or plans (optional)

***Guidance: to be deleted***

This section may include photos, plans, drawings or sketches to show the current situation and viable options, to enhance the readers’ understanding of the problems and works involved (optional).

Enter text here

1. Financial calculations (optional)

***Guidance: to be deleted***

Append a more detailed summary table of the cashflows of each option (optional). It is anticipated that only the cashflows in the most likely case need to be appended below, however, there may be circumstances where the cashflows of each sensitivity scenario must be appended.

Describe the accuracy of the figures and the discount rate used to determine the net present financial value.

Table 8: Financial costs of Option A name – Case Name (Optimistic, most likely or pessimistic)

| Costs | Year0$m | Year1$m | Year2$m | Year3$m | … | Yearuseful life$m | Notes, data, sources and assumptions |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Capital costs |  |  |  |  |  |  |  |
| Plant and equipment |  |  |  |  |  |  |  |
| Buildings |  |  |  |  |  |  |  |
| Land |  |  |  |  |  |  |  |
| Other establishment costs |  |  |  |  |  |  |  |
| Operating costs |  |  |  |  |  |  |  |
| Employee costs |  |  |  |  |  |  |  |
| Supplies and services |  |  |  |  |  |  |  |
| Licence fees |  |  |  |  |  |  |  |
| Other operating costs |  |  |  |  |  |  |  |
| Total Costs |  |  |  |  |  |  |  |
| Benefits |  |  |  |  |  |  |  |
| Rates |  |  |  |  |  |  |  |
| User charges |  |  |  |  |  |  |  |
| Asset sales |  |  |  |  |  |  |  |
| Total benefits |  |  |  |  |  |  |  |

The discount rate to calculate the net present financial value of $000,000 was 0.0 per cent.

1. Risk register

***Guidance: to be deleted***

Append the list of risks for each option (optional).

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