



Ideas Advisory Show Kit

Investment Management Standard

2017 (edition 6)

The Investment Management Standard – examples of tools, options and outputs

Investment Decision-maker's Checklist

The investment management standard (IMS) includes a set of 16 questions (the Investment Decision-maker's Checklist) which address the four core IMS elements - problem, benefit, response and solution. Each element asks the fundamental questions that enable decision-makers to make sensible and informed investment decisions. The depth of enquiry for each question will depend on the scale and complexity of the investment. These questions correlate with key elements of the Victorian government full business case template and aid business case writers and assessors.

The Investment Management Standard

The investment management standard can also support a range of functions that organisations undertake to improve the way they operate and manage new investments. See the page Investment Management Standard workshops - Seven strategic planning needs and their IMS workshop pathways

Initiative level workshops for single investments

The ability to select the investments that provide the most benefit to society is a key component of good government. This is often a complex exercise requiring the contributions of many people, each of whom bring their specialist skills and perspectives.

The Investment Management Standard (IMS) is a process for applying simple, commonsense ideas that help organisations direct their resources to deliver the best outcomes from their investments. The IMS addresses many of the issues that arise during investment decision-making and aligns with the:

- High Value High Risk (HVHR) Project Assurance Framework
- Gateway Review process and the
- Investment lifecycle and high value high risk guidelines, and templates

In the context of the IMS and these guidance documents, DTF defines investment as 'the commitment of the resources of an organisation with the expectation of receiving a benefit'.

The IMS helps decision-makers determine whether:

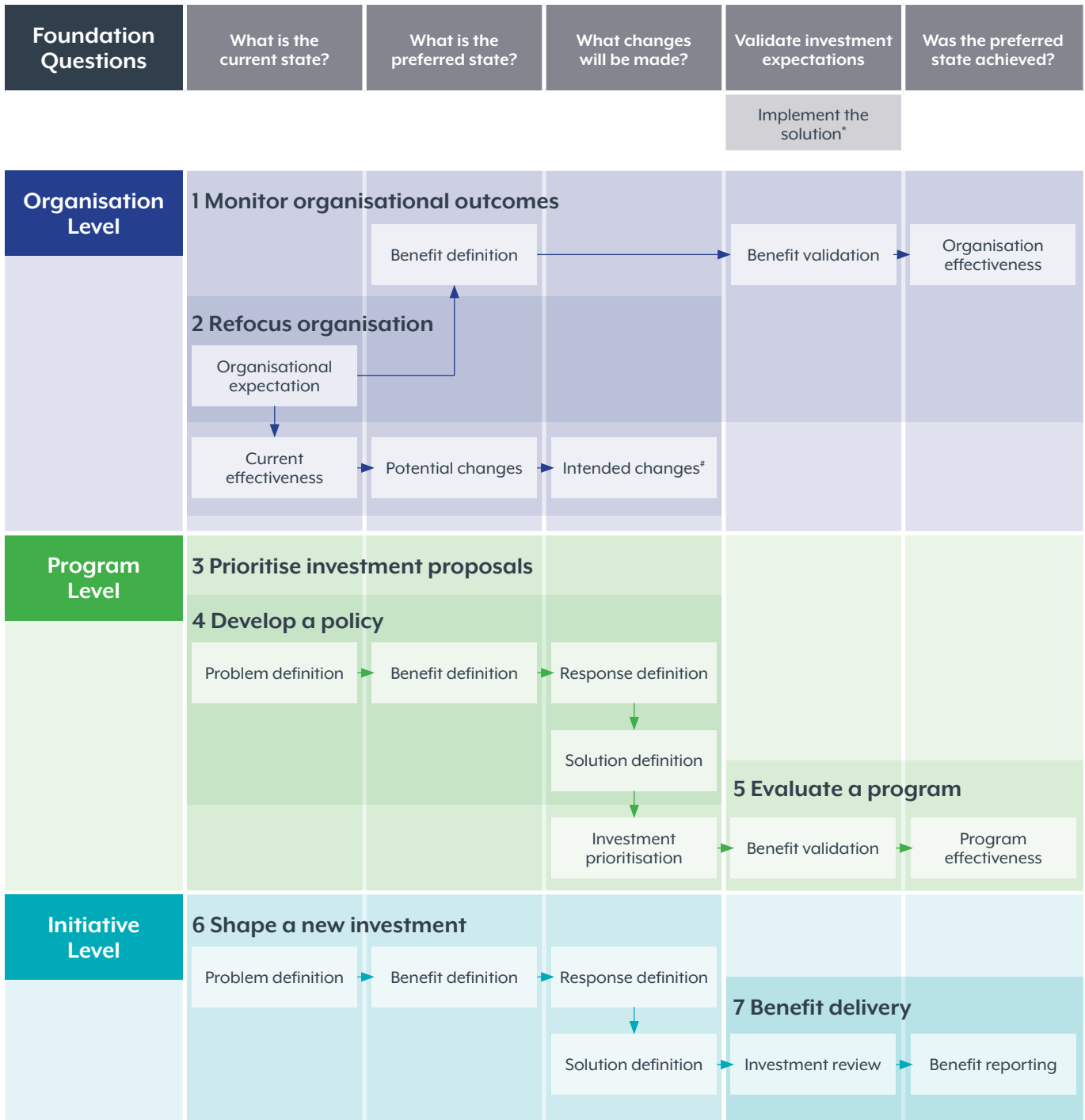
- there is a real, evidence-based problem that needs to be addressed now
- the benefits which will be delivered through successfully addressing the problem are of high value to the organisation and the community
- the benefits' KPIs are meaningful, measurable and attributable to the investment and are worth tracking and reporting
- the way the problem will be addressed is strategic, feasible, and innovative
- the solution is likely to be delivered within time and budget constraints and
- the solution can be applied flexibly to manage and respond to uncertainty and adapt to changing conditions and demand.

Examples of Initiative level outputs

- Port - Investment management standard suite
- Noojee - Investment management standard suite

Investment Management Standard workshops

Seven strategic planning needs and their IMS workshop pathways



* Not part of the IMS. This is addressed through project management and organisational methodologies.

Considered further at investment prioritisation.

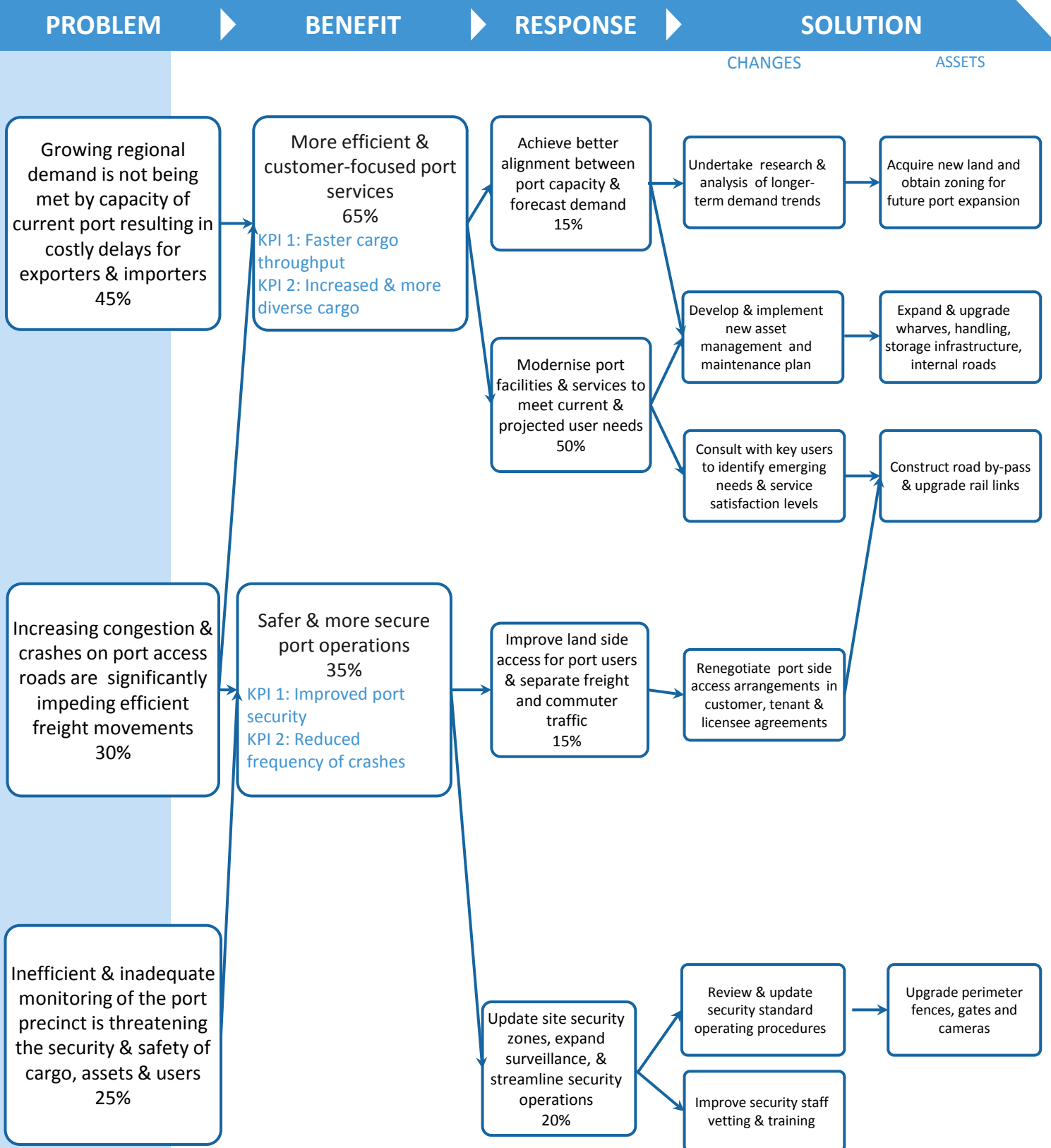
Investment Decision-Maker's Checklist

16 Question tool

PROBLEM	BENEFITS	RESPONSE	SOLUTION
1. Is it clear what the problem is that needs to be addressed - both the <i>cause</i> and <i>effect</i> ?	5. Have the benefits that will result from fixing the problem been adequately defined?	9. Has a reasonable spread of <i>interventions</i> been identified and packaged into sensible response options?	13. Consistent with the preferred response option, has a reasonable <i>spread of project options</i> been analysed?
Yes Partial No	Yes Partial No	Yes Partial No	Yes Partial No
2. Is there <i>sufficient evidence</i> to confirm both the cause and effect of the problem?	6. Are the benefits of high value to the government?	10. Is there evidence to demonstrate that the response options are feasible and can respond to future uncertainty?	14. Is the recommended solution the <i>best value for money</i> action, and have opportunities for building flexibility to deal with uncertainty been considered?
Yes Partial No	Yes Partial No	Yes Partial No	Yes Partial No
3. Does the problem need to be addressed <i>now</i> and by this government?	7. Are the KPIs SMART and will they provide strong evidence that the benefits have been delivered?	11. Were the options <i>evaluated fairly</i> to reflect their ability to respond to the problem, deliver the benefits?	15. Is the solution <i>specified clearly and fully</i> and have opportunities for adding value been identified and costed? (all business changes and assets)
Yes Partial No	Yes Partial No	Yes Partial No	Yes Partial No
4. Does the defined problem capture its full extent/scope including sources of future uncertainty?	8. Have the sources of uncertainty and key dependencies critical to benefit delivery been considered?	12. Is the <i>preferred response option</i> the most effective way to address the problem and deliver the benefits?	16. Can the solution really be delivered (cost, risk, timeframes etc.)?
Yes Partial No	Yes Partial No	Yes Partial No	Yes Partial No

Delivering customer-focused, efficient and secure port services: Upgrade and expansion of Oldtown Port

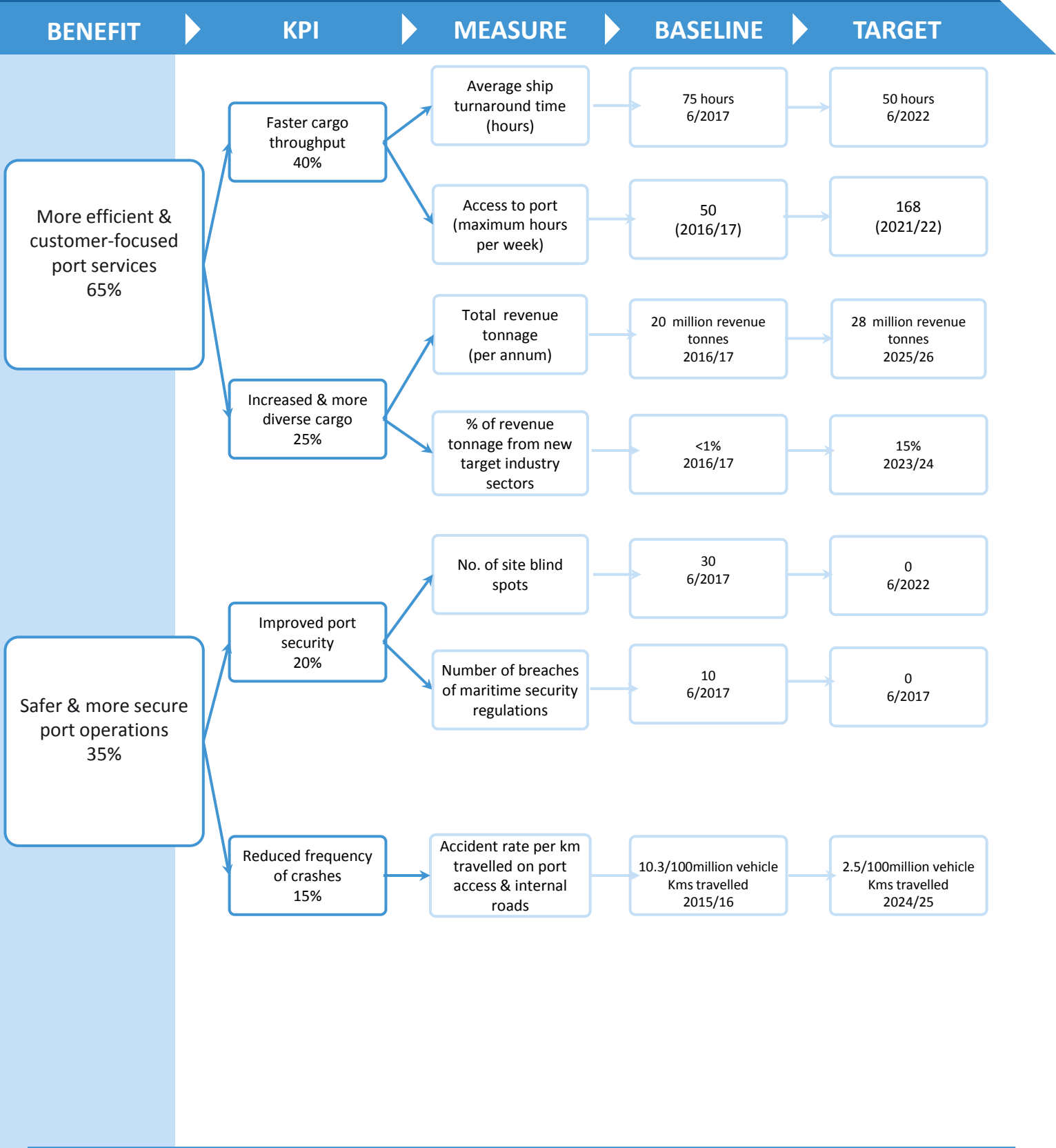
INVESTMENT LOGIC MAP Initiative



Delivering customer-focused, efficient and secure port services: Upgrade and expansion of Oldtown Port

BENEFIT MANAGEMENT PLAN

Part 1: Benefit Map



RESPONSIBILITY FOR DELIVERING THE BENEFITS

Name Jane Grey

Position CEO Eastern Ports Authority

dd/mm/yyyy

Benefit 1: More efficient and customer-focused port services 65%

KPI:	Faster cargo throughput 40%	
Measure 1	Average ship turnaround time	
	Baseline	75 hours (6/2017)
	Target	50 hours (6/2023)
	Interim target	60 hours (6/2021)
	Source	Monthly Operations Report
Measure 2	Access to port (average maximum hours per week)	
	Baseline	50 hours (2016/17)
	Target	168 hours (2022/23)
	Interim target	No
	Source	Operations Report
Reporting	Forum	Annual Report
	Start date	2016
	Frequency	Annually
	End date	2022/2023
Responsibility for reporting	Name	Ron Butterfield
	Position	Director – Port Operations
	Organisation	Eastern Port Authority

KPI:	Increased and more diverse cargo 25%	
Measure 1	Total revenue tonnage (per annum)	
	Baseline	20 million revenue tonnes (2016/17)
	Target	28 million revenue tonnes (2024/25)
	Interim target	23.5 million revenue tonnes (2020/21)
		26 million revenue tonnes (2022/23)
	Source	Monthly Operations Report
Measure 2	% of revenue tonnage from new industry target sectors (mineral sands and renewable energy)	
	Baseline	<1% (2016/17)
	Target	15% (2024/25)
	Interim target	10% (2021/22)
	Source	Customer Profile Report
Reporting	Forum	Annual Report
	Start date	2016
	Frequency	Annually
	End date	2022/2023
Responsibility for reporting	Name	Bill Panebianco
	Position	Director – Port Development
	Organisation	Eastern Port Authority

Benefit 2: Safer and more secure port operations 35%

KPI:	Improved port security 20%	
Measure 1	Number of site blind spots	
	Baseline	30 (6/2017)
	Target	0 (6/2019)
	Interim target	No
	Source	External Security Risk Assessment
Measure 2	Number of breaches of maritime security regulations	
	Baseline	10 (2016/17)
	Target	0 (2019/20)
	Interim target	No
	Source	Breaches Register
Reporting	Forum	Operations Report
	Start date	2016
	Frequency	Annually
	End date	2022/2023
Responsibility for reporting	Name	Ron Butterfield
	Position	Director – Port Operations
	Organisation	Eastern Port Authority

KPI:	Reduced frequency of crashes 15%	
Measure	Accident rate per 10,000km travelled on port access and internal roads	
	Baseline	2 (2016/17)
	Target	< 1 (2020/21)
	Interim target	No
	Source	Port Incident Report, Road Traffic Authority
Reporting	Forum	Annual Report
	Start date	2016
	Frequency	Quarterly
	End date	2025/26
Responsibility for reporting	Name	Ron Butterfield
	Position	Director – Port Operations
	Organisation	Eastern Port Authority

Uncertainty

Unforeseen changes in economic conditions (whether favourable or adverse) have the greatest potential to affect the nature and timing of benefit delivery, and the achievement of the targets. Most critical are the rate of growth of local emerging industries, and levels of overseas demand for agricultural commodities. A real options workshop will be undertaken as part of business case development to ensure that the investment is sufficiently flexible to respond to such changes.

Interdependencies

Benefit delivery assumes no material changes in State and Federal policies in respect of economic development and regional transport infrastructure. This Benefit Map also assumes that overall project delivery is on time (commencing 7/2018) and within budget, and that there are no material changes to scope.

Responsibility for delivering the benefits

Jane Grey

CEO, Eastern Port Authority

<dd/mm/yyyy>

Delivering customer-focused, efficient and secure port services

Upgrade and expansion of Oldtown Port

Response Options Analysis

Option 1: Business as usual/Do nothing

This option involves no change to existing practice with minimal maintenance and security upgrades to existing facilities.

Interventions		%
1	Undertake essential maintenance and security upgrades only of existing facilities	100%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
10.0%	\$2-3 mil	0-12 mm		No

Risks and Uncertainty	
1	Serious road accident involving fatalit(ies) (H)
2	Breach of maritime regulations & loss of port status (M)
3	Local economic growth, & its diversity, constrained (H)
4	Serious loss or damage to cargo or other assets, leading to customer loss (H)

Disbenefits	
1	Delays and costs to local importers and exporters unrelieved (H)

Interdependencies	
None	

Option 2: Close port and divert activities to Newtown Port

This option focuses on closing the Oldtown Port and diverting all demand to the Newtown Port. Additional capacity both at Newtown Port and along access roads will be built to cater for increased throughput and traffic. While the Oldtown Port will be decommissioned and assets sold the site and infrastructure will still require some maintenance and security improvements.

Interventions		%
1	Undertake additional investment at Newtown Port to respond to diverted demand, and decommission and sell surplus Oldtown Port assets	50%
2	Upgrade and create additional capacity on access roads to Newtown port	35%
3	Undertake essential maintenance and security upgrades only of existing facilities	15%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
70.0%	\$500-600 mil	60 – 84 mm	3	Maybe

Risks and Uncertainty		
1	Decommissioning & sale of existing port assets do not meet financial objectives (M)	
2	Efficiency savings for customers eliminated by additional freight costs to Newtown (H)	
3	Diversity of local economy constrained leading to longer-term adjustment costs & adverse social impacts (H)	
4	Scope of change and transition underestimated leading to cost & time overruns (M)	
5	Net loss of capacity across the statewide port system requires Government to expedite its long-term plan for a second commercial port.	

Disbenefits		
1	Higher local unemployment in short to medium term (M)	
2	Government incurs costs of managing old site in short to medium term (M)	

Interdependencies		
1	Sufficient capacity at Newtown Port	
2	Willingness of port customers to relocate and change operations	

Option 3: Focus on traditional bulk commodities at Oldtown Port and divert new industries to Newtown Port

This option focuses on changing the demand at OldTown Port by diverting freight and commodities associated with new industries to the Newtown Port and making Oldtown Port a specialist bulk commodities Port. Oldtown Port will require some modernisation and improvements to security operations as well as some targeted improvements to access roads. This option will also require additional capacity to be built at Newtown Port.

Interventions	%
1 Update site security zones, expand surveillance & streamline security operations	10%
2 Implement targeted treatments to road design and signalling and reduce conflict points between freight and commuter vehicles	20%
3 Undertake limited modernisation of port facilities and services to meet existing industry needs	40%
4 Undertake additional investment at Newtown Port to respond to diverted demand, and decommission and sell surplus Oldtown Port assets	30%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
87.5%	\$150-200 mil	12 -72 mm	2	Yes

Risks and Uncertainty	
1	Decommissioning & sale of existing port assets do not meet financial objectives (M)
2	Efficiency savings for new industry customers eliminated by additional freight costs to Newtown (H)
3	Dissatisfied new industry customers relocate to interstate ports or use other freight methods (M)
4	Unexpected variability in global demand for traditional commodities impacts costs and revenue from Oldtown port and performance of Newtown port (H)

Disbenefits	
1	Port operations lack diversity in customer base (H)

Interdependencies	
1	Sufficient capacity at Newtown Port
2	State agribusiness policy & strategy

Option 4: Expand port operating hours, minimal infrastructure

This option focuses on improving the productivity of the Oldtown Port. It aims to increase utilisation of the Port infrastructure and services through expanded resources and operating hours. This will require a significant upgrade to security operations. Investment in access improvements and road design will make freight throughput safer and journey times more reliable.

Interventions		%
1	Update site security zones, expand surveillance & streamline security operations	30%
2	Improve land side access for port users & separate freight and commuter traffic	20%
3	Apply additional resources (staff & outsourced services) to support expanded operating hours	50%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
67.5%	\$10-20 mil	12 – 24 mm		No

Risks and Uncertainty	
1	Insufficient staff skills & resources available (M)
2	Mismatch of demand & resource allocation leads to inefficient and expensive operations (M)
3	Without capital investment, port services become less competitive over time & less viable (H)

Disbenefits	
1	Adverse environmental & amenity impact of 24/7 road traffic (M)
2	No capacity to scale up in future (H)

Interdependencies	
1	Industrial agreements can be negotiated at cost-effective levels
2	Willingness of port customers to adjust schedules and operations

Option 5: Build capacity for future growth in demand

This option focuses on expanding capacity of Oldtown Port and building new infrastructure to manage forecast demand and growth. Port facilities will be modernised, road access improved considerably and a major upgrade to security capacity and operations across the expanded Port site and perimeter.

Interventions	%
1 Achieve better alignment between port capacity & forecast demand	20%
2 Modernise port facilities & services to meet current & projected user needs	50%
3 Improve landside access for port users & separate freight and commuter traffic	15%
4 Update site security zones, expand surveillance & streamline security operations	15%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
90.0%	\$100-150 mil	12-48 mm	1	Yes

Risks and Uncertainty	
1	Appropriate zoning for port-expansion land not obtained (H)
2	Insufficient flexibility built into upgrades to warehousing and infrastructure to respond to volatility in future demand & industry shifts (H)
3	Timing and locational uncertainties relating to Government's long-term requirements for a new, additional commercial port in the state impact the future demand for Oldtown port services (H)
4	Impacts of climate change on physical infrastructure results in frequent system failures and compromises capacity of the port (H)

Disbenefits	
1	Long-term growth of Newtown Port constrained (M)
2	Increased maintenance and asset liability for port enterprise (M)

Interdependencies	
1	State economic & transport policy
2	Continued growth in freight volumes as modelled

Overall assessment

Option 1 is the 'business as usual' approach with a modest amount of additional resources being applied to essential security and safety upgrades but no other improvements in services or capacity. This has low benefit delivery and fails to respond to immediate demand, security and economic growth imperatives. It largely defers a more substantive decision to further down the track. Option 2 represents a substantial change in the port provision in the region by consolidating all services in one location. This option has relatively high benefit delivery but would be costly and timely to implement and has uncertain wider economic impacts. Option 3 focuses on creating 'specialised' ports for the region which has strong benefit delivery but may limit longer term flexibility and economic diversity in the region and for the ports' longer term operating model. Option 4 is a relatively short-term tactical response which is relatively cheap and speedy to implement. In common with Option 1, it effectively defers a more long-term decision on the port's future whilst eroding its asset base and competitiveness. This option has lower benefit delivery than Options 2 and 3. Option 5 focuses on upgrading and expanding current capacity to meet expected demand without a fundamental change in the overall port provision in the eastern region. This option provides strong benefit delivery and represents good value for money with a manageable risk profile. However, the scale of investment and the risks and uncertainty around the long-term demand for, and timing and location of, a second container port means that a real options analysis is required.

Recommendation

Option 5 is the preferred option – it has strong benefit delivery and the risk profile can be managed. It is recommended that this option be developed through a full business case. Oldtown port is, however, operating in an environment of some uncertainty particularly in respect of the impact of climate change on agricultural production in the region and uncertainty associated with the timing and location of a second container port. As a result, it is recommended that a real options analysis workshop occurs during the business case development. Options 2 and 3 are not without merit and more detailed analysis of these options should be undertaken. Either may become viable if key assumptions and estimations for Option 5 cannot be validated during business case development.

Delivering customer-focused, efficient and secure port services:

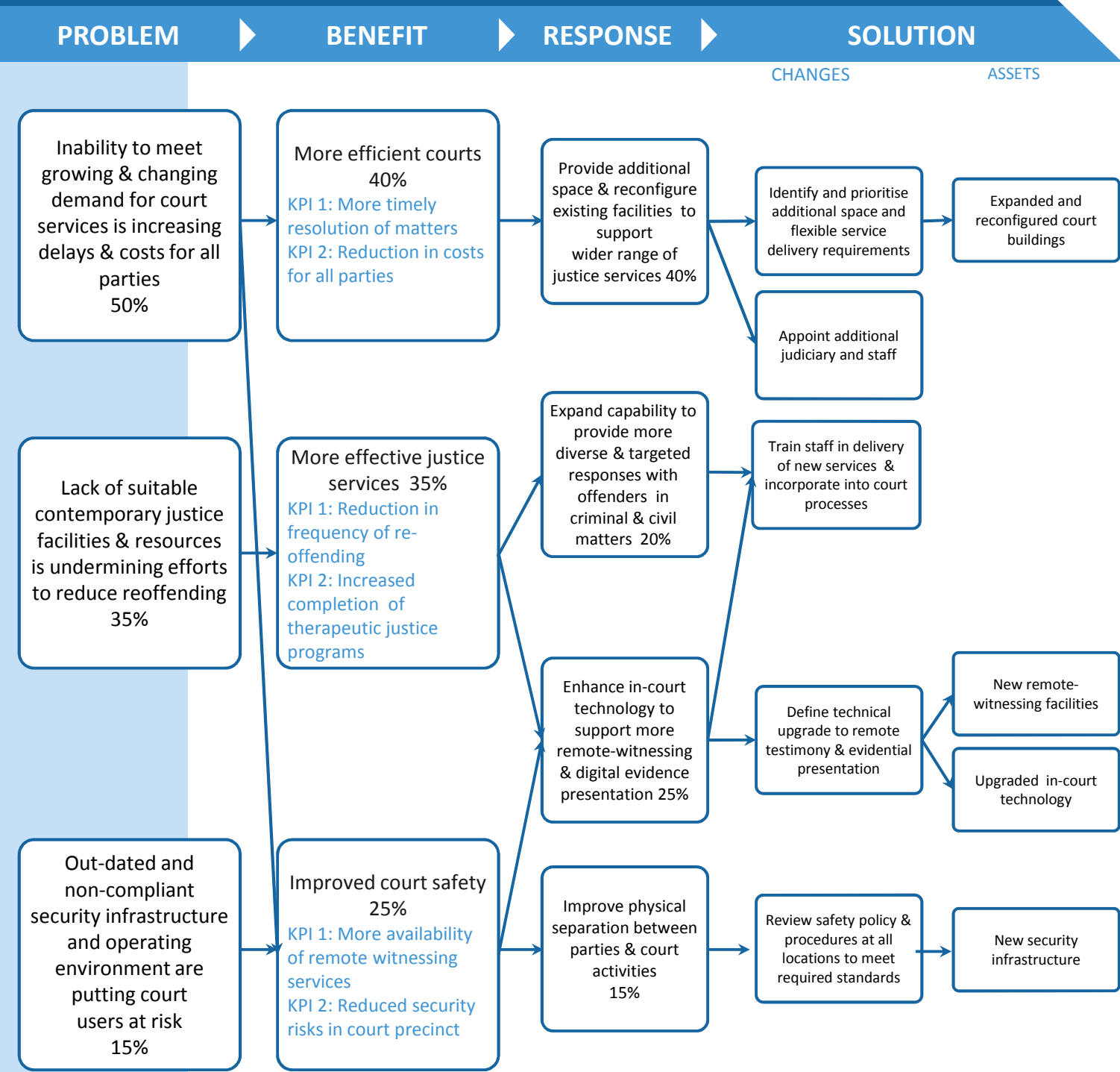
Upgrade and expansions of Oldtown Port

INVESTMENT CONCEPT BRIEF

Context	<p>What is the compelling reason this investment should be considered further?</p> <p>Growing and changing demand from critical local industries cannot be met by the ageing and inadequate facilities of Oldtown Port. Importers and exporters are incurring costly delays in cargo and freight movements, inhibiting the efficiency of their operations and the wider economic prospects for the region, particularly in the expanding mineral sands and renewable energy sectors. Capacity constraints at the port are compounded by congested port access roads which are slow, dangerous, and do not adequately segregate local and port traffic. Inadequate precinct security is further undermining the port's viability.</p>	
Cost	<p>What are the likely costs of this investment?</p> <p>Modernisation of port facilities and services</p> <p>Road and rail access improvements</p> <p>Security infrastructure and services upgrade</p> <p>Investment Total</p> <p>What are the likely net incremental operating costs (pa), if significant?</p> <p>Operational costs</p>	<p>Cost (range)</p> <p>\$60-90 mi</p> <p>\$35-50 mil</p> <p>\$5-10 mil</p> <p>\$100 – 150 mil</p> <p>Not significant</p>
Time	<p>What are the expected timeframes for the key deliverables?</p> <p>Security upgrade completed</p> <p>Road by-pass construction completed</p> <p>Existing wharves and port infrastructure upgraded and extended</p> <p>New land acquired and zoned for future expansion</p>	<p>Time from funding</p> <p>12 mm-14mm</p> <p>24mm-28 mm</p> <p>40mm-48mm</p> <p>44mm-48 mm</p>
Risks	<p>What are the primary risks to the success of this investment delivering the benefits? (H, M, L)</p> <p>Complexity of implementation results in cost and time overruns</p> <p>Upgrade insufficiently flexible to respond to future demand/industry shifts</p> <p>Adverse impact of upgrade on existing operations is underestimated</p> <p>Zoning for port expansion land not obtained</p>	<p>Risk</p> <p>M</p> <p>H</p> <p>M</p> <p>H</p>
Dis-benefits	<p>What negative impacts are likely to occur by successfully implementing this solution? (H, M, L)</p> <p>Long term growth of Newtown Port will be constrained</p> <p>Increased maintenance and asset liability for Eastern Port Authority</p>	<p>Impact</p> <p>M</p> <p>M</p>
Inter Dependencies	<p>What external conditions are critical to the success of this investment? (H, M, L)</p> <p>Alignment with State key transport and economic policies.</p> <p>Continued growth in freight volumes</p>	<p>Criticality</p> <p>H</p> <p>H</p>
Policy Alignment	<p>What is the primary policy to which this investment will contribute?</p> <p>Regional Economic Development Policy; Value creation and Capture Framework</p>	
Managing Uncertainty	<p>What are the main uncertainties in the external operating environment which may affect the investment's future benefit delivery?</p> <p>Impacts of climate change on agriculture production, performance and reliability of port systems and infrastructure</p> <p>Shifts in international demand on local agricultural production and volumes expected to be exported</p> <p>Timing and locational uncertainties relating to Government's long-term requirements for a new, additional commercial port in the state impact the future demand for an expanded Oldtown port</p> <p>Is a real options workshop required during business case development?</p> <p>Yes, real options analysis is required to consider whether significant short-medium term investment in Oldtown Port services will be impacted in the event that a second commercial port is established in the state in the long term, recognising current uncertainty about the likely timing and location of a second port. Additionally, examination of opportunities to increase flexibility in staging and procurement.</p>	
Investor	<p>Who is the senior person who will ultimately be responsible for delivering the identified benefits?</p> <p>Jane Grey</p> <p>CEO Eastern Ports Authority</p> <p>Signature</p>	<p>dd/mm/yyyy</p>

Improving efficiency and responsiveness of justice services in Noojee: Redevelopment of Noojee court and services

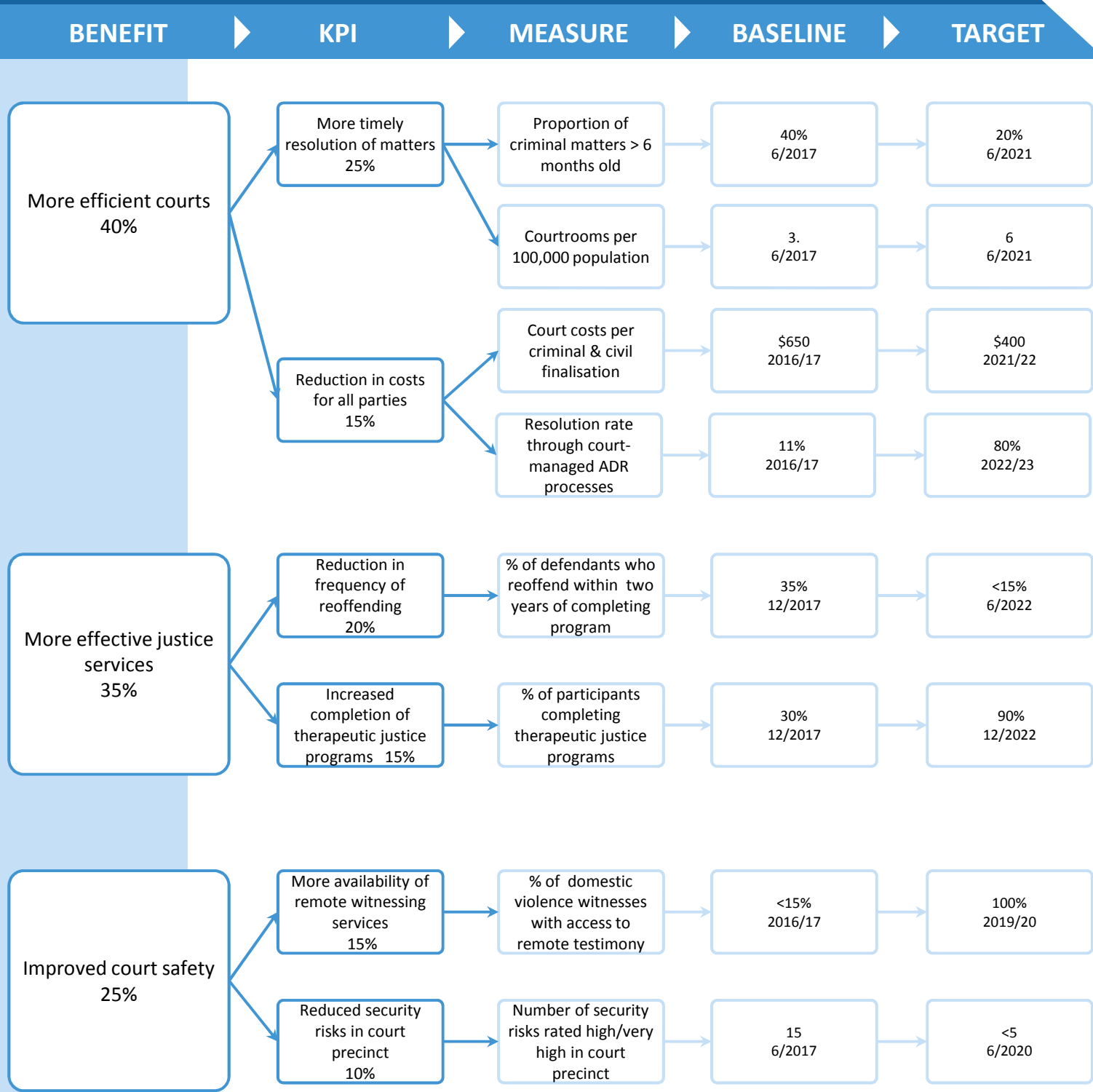
INVESTMENT LOGIC MAP Initiative



Improving efficiency and responsiveness of justice services in Noojee: Redevelopment of Noojee court and services

BENEFIT MANAGEMENT PLAN

Part 1: Benefit Map



RESPONSIBILITY FOR DELIVERING THE BENEFITS

Name John Black	Position Director of Courts Attorney-General's Department	dd/mm/yyyy
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Improving efficiency and responsiveness of justice services in Noojee:

Redevelopment of Noojee court and services

BENEFIT MANAGEMENT PLAN

Part 2: Reporting and responsibilities

Benefit 1: More efficient courts 40%

KPI:	More timely resolution of matters 25%	
Measure 1	Proportion of criminal matters > 6 months old	
	Baseline	40% (6/2017)
	Target	20% (6/2021)
	Interim target	No
	Source	Case management system
Measure 2	Courtrooms per 100,000 people	
	Baseline	3 (6/2017)
	Target	6 (6/2021)
	Interim target	No
	Source	Policy & Strategy Office
Reporting	Forum	Annual Report
	Start date	6/2020
	Frequency	Annually
	End date	6/2023
Responsibility for reporting	Name	John Black
	Position	Director of Courts
	Organisation	Attorney General's Department

KPI:	Reduction in costs for all parties 15%	
Measure 1:	Court costs per criminal and civil finalisation	
	Baseline	\$650 (2016/17)
	Target	\$400 (2021/22)
	Interim target	No
	Source	Business analysis report
Measure 2:	Resolution rate for court-managed Alternative Dispute Resolution (ADR) processes	
	Baseline	11% (2016/17)
	Target	80% (2022/23)
	Interim target	Yes
		50% (2020/21)
	Source	Case management system
Reporting	Forum	Executive Group
	Start date	6/2021
	Frequency	Annually
	End date	6/2023
Responsibility for reporting	Name	Margaret White
	Position	Manager Court Performance
	Organisation	Attorney General's Department

Benefit 2: More effective justice services 35%

KPI:	Reduction in frequency of re-offending 20%	
Measure	% of defendants who reoffend within two years of completing therapeutic justice program	
	Baseline	35% (12/2017)
	Target	<15% (6/2022)
	Interim target	Yes
		28% (6/2021)
	Source	Therapeutic justice program report
Reporting	Forum	Annual report
	Start date	12/2016
	Frequency	Annually
	End date	6/2022
Responsibility for reporting	Name	John Black
	Position	Director of Courts
	Organisation	Attorney General's Department

KPI:	Increased completion of therapeutic justice programs 15%	
Measure	% of participants completing therapeutic justice programs	
	Baseline	30% (12/2017)
	Target	90% (12/2022)
	Interim target	Yes
		60% (12/2021)
	Source	Therapeutic justice program report
Reporting	Forum	Executive Group
	Start date	12/20167
	Frequency	Quarterly
	End date	6/2022
Responsibility for reporting	Name	Julie Brown
	Position	Manager Therapeutic Programs
	Organisation	Attorney General's Department

Benefit 3: Improved court safety 25%

KPI:	More availability of remote witnessing services 15%	
Measure	% of domestic violence witnesses with access to remote testimony services. Note: The focus of this measure on domestic violence cases and the need for remote testimony services responds to the increase in reporting of domestic violence over the last 2 years.	
	Baseline	<15% (2016/17)
	Target	100% (2019/20)
	Interim target	No
	Source	Project Report
Reporting	Forum	Project Control Group
	Start date	6/2017
	Frequency	Annually
	End date	6/2021
Responsibility for reporting	Name	Darren Smith
	Position	ICT Project Manager
	Organisation	Attorney General's Department

KPI:	Reduced security risks in court precinct 10%	
Measure	Number of security risks rated high/very high in court precinct	
	Baseline	15 (6/2017)
	Target	< 5 (6/2020)
	Interim target	No
	Source	Security Risk Assessment
Reporting	Forum	Departmental Risk Committee
	Start date	6/2017
	Frequency	Quarterly
	End date	6/2020
Responsibility for reporting	Name	Doris Foster
	Position	Security Manager - Courts
	Organisation	Attorney General's Department

Uncertainty

Unpredictable increase in the extent and level of methamphetamine (and other drug) use in the region may have an impact on caseload and Noojee's ability to meet its performance targets. It is also difficult to estimate the impact on future court demand of any increased reporting in the areas of family violence and historic sexual offences, following recent intensive community and government focus and publicity.

Interdependencies

Benefit delivery assumes no material changes in State justice policies particularly in respect of the expansion of therapeutic justice services. This Benefit Map also assumes that overall project delivery is on time (commencing 7/2018) and within budget, and that there are no material changes to scope and, in particular, new judicial appointments are confirmed promptly.

Responsibility for delivering the benefits

John Black	Director of Courts, Attorney-General's Department	<dd/mm/yyyy>
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Improving efficiency and responsiveness of justice services in Noojee:

Redevelopment of Noojee court and services

Response Options Analysis

Option 1: Business as usual / Do nothing

Maintains court buildings to current standard and capacity and continues to divert caseload to other courts when capacity is available.

Interventions		%
1	Maintain current court building, capacity and level of operations	80%
2	Divert portion of caseload to other regional courts with spare capacity	20%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
12.5%	\$ mil - \$n mil	mm-mm		No

Risks and Uncertainty	
1	Other courts lack capacity to take diverted caseload M

Disbenefits	
1	Delays and poor access to justice services will increase H
2	Security risks of precinct are unmitigated H

Interdependencies	
None	

Option 2: Manage overall demand for court services and improve effectiveness of in-court technology

Focuses on managing the demand for court services through targeted community education and diversionary strategies, for both criminal and civil matters. Supplements this with improvements in in-court technology (within constraints of existing infrastructure) to increase efficiency of operations and safety of vulnerable witnesses.

Interventions		%
1	Develop community education programs and diversion strategies to resolve matters through non-court channels	50%
2	Divert portion of caseload to other regional courts with spare capacity	10%

Interventions		%
3	Enhance in-court technology to support more remote-witnessing and digital evidence presentation	40%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
40.0%	\$0.8 mil - \$1 mil	36mm-60mm	3	No

Risks and Uncertainty	
1	Community education programs do not have desired and timely impact on behavioural change H
2	Insufficient non-court channels available and/or generate poor outcomes for users H
3	Existing infrastructure limits effectiveness of new in-court technology services M
4	Other courts lack capacity to take diverted caseload M

Disbenefits	
1	Strategy seen as being 'soft on crime' with long lead times M
2	Security risks of precinct are not fully mitigated H

Interdependencies	
1	Active co-operation of other Government agencies in demand management strategies H
2	Strong support from judicial officers for changed service model & approach H

Option 3: Reconfigure existing site and make more use of third party sites and services (multi-site model)

Introduces alternative modes of service delivery, at other sites and/or through partnership arrangements to address the demand and functionality pressures at Noojee and improve justice outcomes. In conjunction, the existing site is remodelled and the in-court technology upgraded, making the most effective and efficient use of existing infrastructure and accommodating additional judiciary and staff. This improves the safety of the court precinct and the efficiency of services.

Interventions		%
1	Expand capability to provide more diverse responses in criminal and civil matters	20%
2	Enhance in-court technology to support more remote-witnessing and digital evidence presentation	25%
3	Provide additional space and reconfigure existing facilities to support a wider range of justice services	40%
4	Improve physical separation between parties and court activities	15%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
95.0%	\$50 mil - \$80 mil	12mm-48mm	1	No

Risks and Uncertainty	
1	Suitable land for annex site not available M
2	Demand increases faster than expected (drug-related crime, domestic violence, sexual offences) placing excessive pressures on remodelled courthouse and requiring reconsideration of other options M
3	Insufficient skills and service providers in region to support new range of services M
4	Remodelling is more complex, costly or time-consuming than envisaged H

Disbenefits	
1	Substantial disruption during construction will impact short to medium term capacity M
2	Seen to defer consideration of a long-term solution to court service delivery in region M

Interdependencies	
1	Current policy settings regarding jurisdictional boundaries, and legal, policing and sentencing practices are materially unchanged H

Option 4: Deliver the full range of court services from a purpose-built new facility at Noojee

This option allows for investment in entirely new integrated court facilities, including new in-court technology, that fully address the current and forecast capacity, service, and safety issues.

Interventions	%
1 Enhance in-court technology to support more remote-witnessing and digital evidence presentation	15%
2 Expand capability to provide more diverse responses in criminal and civil matters	25%
3 Provide additional space to increase capacity, improve safety and provide full range of court services from Noojee	60%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
100.0%	\$300 mil - \$350 mil	36mm-72mm		Yes

Risks and Uncertainty	
1	A suitable site is not available M

Risks and Uncertainty	
2	Long-term demand does not grow in accordance with current forecasts leading to either renewed pressure on capacity or excess capacity H
3	Lack of interest from local government or private market to buy or take over responsibilities for old courthouse H

Disbenefits	
1	Public recognizes little value for the investment because of the long delivery time M

Interdependencies	
1	Current policy settings regarding jurisdictional boundaries, and legal, policing and sentencing practices are materially unchanged H

Option 5: Adopt a regional approach to delivery of court services

Builds capacity at neighbouring regional courts and develops a centre of excellence model, providing some economies of scale and operating efficiencies. Noojee becomes a specialist centre for therapeutic justice and ADR services, serving wider geographical area than currently.

Interventions	%
1 Reallocate majority of Noojee case load to other regional courts	20%
2 Expand court capacity, technology and services at other courts in the region	50%
3 Upgrade capacity at Noojee to develop specialist centre for ADR and therapeutic justice services	30%

Benefit score	Capital TEI	Time range	Ranking	Options workshop required?
92.5%	\$100 mil - \$120 mil	18mm-48mm	2	Yes

Risks and Uncertainty	
1	Delivery of new services across wider region is more complex and costly than envisaged H
2	Centres of excellence approach insufficiently flexible to respond to changing volumes and patterns of demand M
3	Difficulty securing appropriately qualified and skilled staff to support specialised services in each region M

Disbenefits	
1	Court users face longer travel times to court H
2	Multiple communities perceive loss of service and resist change H

Interdependencies	
1	Strong leadership from key stakeholders across multiple jurisdictions, LGAs, and communities H
2	Adequate investment in supporting digital and online services M

Overall assessment

Option 3 is the preferred option. It delivers well on the benefits, with a manageable risk profile and significantly lower costs than the other two high benefit delivery options - Options 4 and 5. Option 3 does continue to invest in an existing asset which has inherent limitations and is likely not to be a long-term solution for the region but it represents a cost-effective and pragmatic response to current issues whilst other more innovative options of service delivery can be researched and developed. Option 4, as a new-build option, is an entirely asset-based response to the problems at Noojee which locks in a court capacity for the region which has a high risk of not matching future demand. Option 5 is a regional approach which is innovative and demonstrates value for money. It would, however, give rise to community and political concern and would demand strong leadership and stakeholder management, and highly effective support from digital services, for full benefit delivery. Option 2 has low benefit delivery but represents an innovative non-asset based approach which could generate better community outcomes in the longer term, although with risks around the nature and timing of benefit delivery. It would need strong stakeholder support and is highly dependent upon effective co-operation between agencies. Option 1 confirms the significant risks and disbenefits of continuing with current situation at Noojee and is not recommended.

Recommendation

That Option 3 is further developed to confirm that the scale of benefit delivery is accurate and that the cost, risk and timeframe estimates can be validated. Options 2 and 5 should also be analysed in more detail as potential alternatives to Option 3, if the assumptions behind Option 3 cannot be validated.

Reducing the Regional Digital Divide

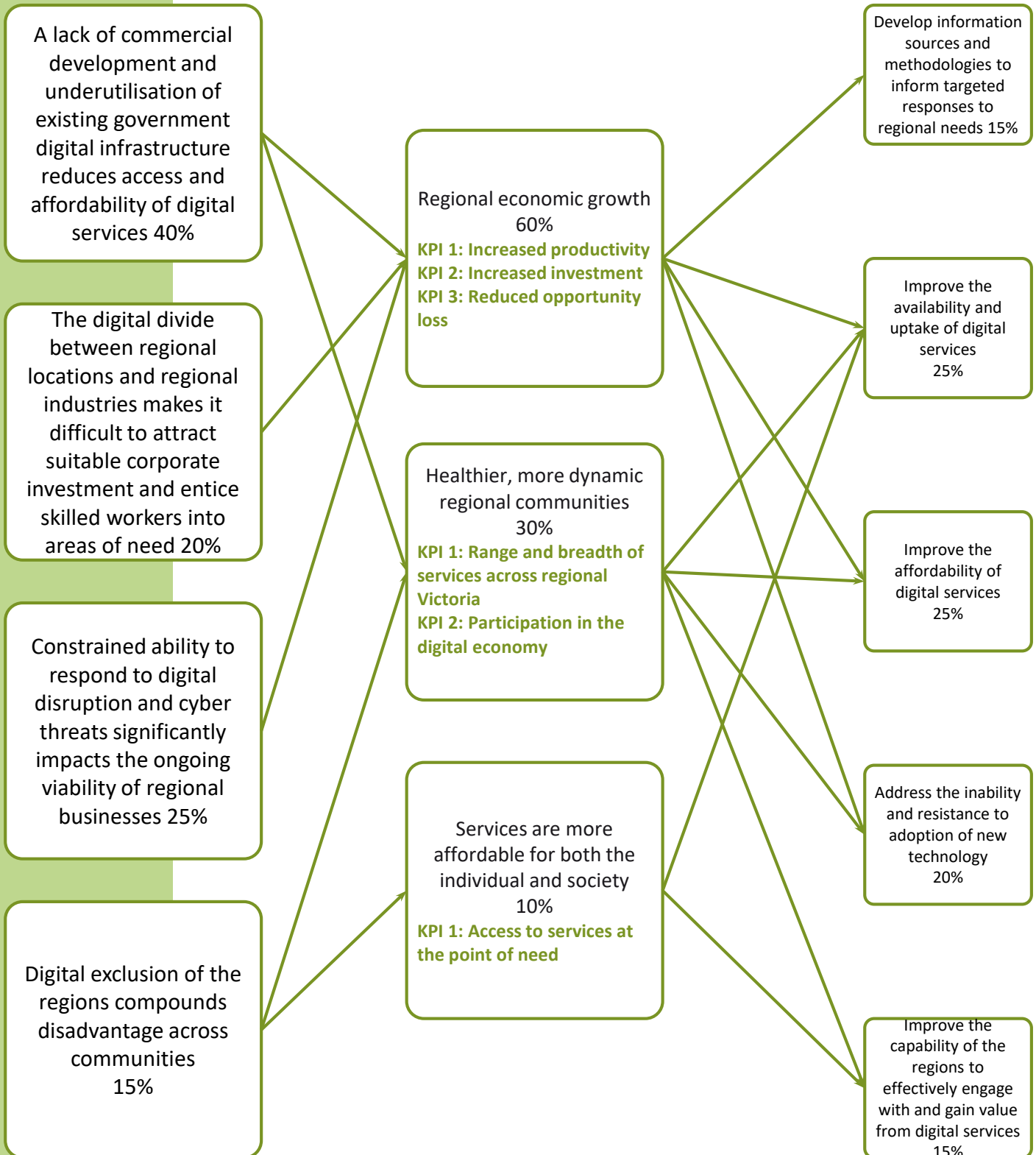
Investing in the digital uplift of the regions to support regional Victorians, business and communities

INVESTMENT LOGIC MAP Program

PROBLEM

BENEFIT

RESPONSE

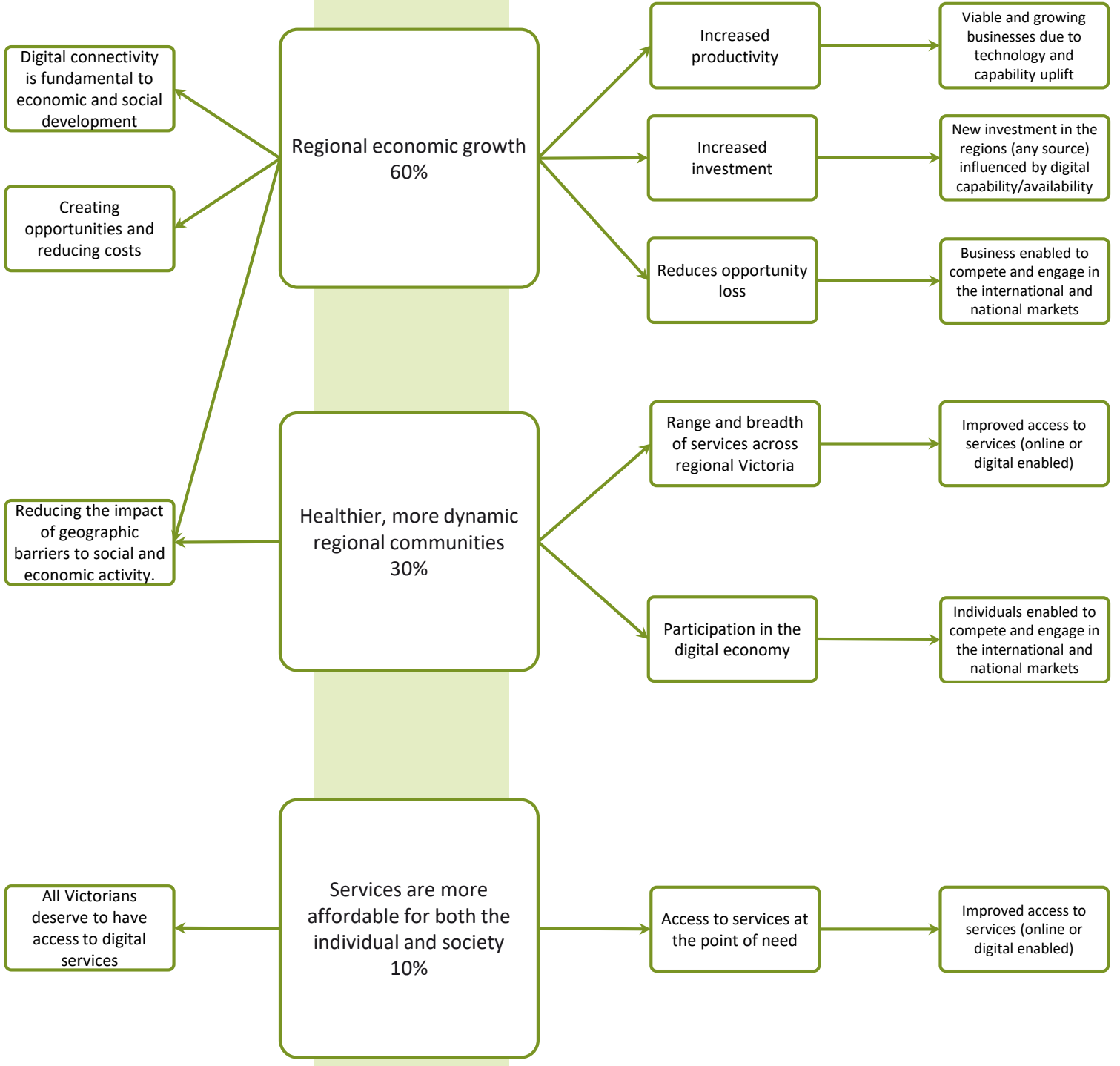


Reducing the Regional Digital Divide

Investing in the digital uplift of the regions to support regional Victorians, business and communities

BENEFIT MAP

Program



RESPONSIBILITY FOR DELIVERING THE BENEFITS		
John Smith	Director	dd/mm/yyyy

Investor: <firstname surname>
 Facilitator: <firstname surname>
 Accredited Facilitator: Yes / No

Version no: <e.g. 0.1, 1.0 etc>
 Initial Workshop: <dd/mm/yyyy>
 Last modified by: <firstname surname dd/mm/yyyy >
 Template version: 6.0



Greg Gough

Accredited Investment Management Facilitator

Organisation overview

Ideas Advisory is a consulting service operating in the government and corporate environment. We specialise in investment logic mapping (ILM), policy development, business case advice and review, digital strategy and open data.

We dedicate ourselves to supporting organisations to make better investment decisions, driving value for government, non-government and commercial organisations and their stakeholders.

Ideas Advisory has a network of strategists, business case writers, researchers, analysts, facilitators, graphic recorders, graphic designers and editors.

Facilitator profile

Greg Gough is an accredited investment management facilitator (since 2007) and a gateway review team member (since 2008). He has facilitated hundreds of workshops across the full workshop suite of the *Investment Management Standard* (IMS) and has tested and developed many of the ideas and facilitation techniques that make up the standard.

Over the past decade he has trained thousands of public and private sector clients in the IMS, the *Investment lifecycle and high value high risk guidelines* and the Victorian State Budget process.

Greg specialises in complex and challenging projects, big and small. He has completed investment logic workshops for every level of government and has worked on various cross-agency and multi-jurisdictional programs. He brings experience across the full range of investment types including infrastructure asset investments, output initiatives, policy development and ICT projects.

Before starting Ideas Advisory, Greg held senior Victorian government positions within the Department of Treasury and Finance and the Department of Premier and Cabinet for more than a decade. These roles included Senior Advisor, Strategist and Manager of the *Investment Management Standard*, Manager of the *DataVic Access Policy*, Senior Advisor for the Government's response to Infrastructure Victoria and Senior Advisor for the *My Victoria* project. He also held various short-term positions for 10 Victorian State Budgets.

Greg developed many of the innovative tools, processes and policies for the Victorian Government's State Budget Process, *Investment lifecycle and high value high risk guidelines* and Gateway review process.

Greg has advised on investment management practices, budget processes and business case development and review for all jurisdictions within Australia, numerous international government contingents, major corporations, universities and local councils.

Greg is available to provide information sessions on the application of the IMS for both public and commercial context, as well as presentations about the Victorian Government budget process.

Contact

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About the *Investment Management Standard*

The *Investment Management Standard* (IMS) provides the core guidance for the ILM and its accompanying tools. The IMS is a series of facilitated workshops that enables us to understand problems, outline benefits and generate an appropriate policy or investment response.

The IMS is often used for early scoping to decide whether to move to business case stage, as a gateway checkpoint, or as an investment evaluation technique.

Developed by the Victorian Department of Treasury and Finance, the IMS challenges organisations to make fit-for-purpose, evidence-based investment decisions and produces a simple, commonsense 'map' (ILM) to demonstrate this logic.

The IMS leverages the collective knowledge of a carefully selected group of subject matter experts using informed discussion to deeply understand the context of an investment. As an unbiased observer, a skilled independent facilitator will guide the session, testing and challenging assumptions.

The standard has been evolving since 2004 as a response to investment practices that were increasingly complex but failed to focus on the real need for an investment or the benefits it delivered. Its uses have expanded to the point that it is now a system that can support the primary investment decision-making functions of any organisation on multiple levels.

For more information on how IMS can be used to aid your organisation go to www.ideasadvisory.com.au (in progress) or www.dtf.vic.gov.au/infrastructure-investment/investment-management-standard.

Workshop outputs

At the heart of the IMS are a collection of two-hour facilitated workshops. Each of these two-hour workshops is committed to an intelligent, challenging debate about an investment. The discussion and outputs validate that the:

- investment proposals are clear, compelling and evidence-based
- benefits are clearly articulated and measures agreed upon
- interventions are strategic, realistic and feasible
- solutions are robust and there is a clear understanding of the scope required to respond to the business need and produce the agreed benefits.

Cost*

The Department of Treasury and Finance recommends up to five two-hour ILM workshops to define problems, outline benefits and design a strategic response.

Greg will tailor the number of workshops required depending on the size and scale of the investment and integrate ILM work with other processes if needed. He is Melbourne-based and travels across Australia and New Zealand at cost.

Service	Cost (ex. GST)	GST	Total
<i>Investment Management Standard</i> workshop (per workshop)	\$1600.00	\$160.00	\$1760.00

Important links

Investment management standard

The investment management standard (IMS) is a process for applying simple, common-sense ideas and practices that help organisations to direct their resources and achieve the best outcomes from their investments.

www.dtf.vic.gov.au/infrastructure-investment/investment-management-standard

www.dtf.vic.gov.au/investment-management-standard/ims-workshops-and-examples

www.dtf.vic.gov.au/investment-management-standard/applications-investment-management-standard

Investment lifecycle and high value high risk guidelines

These guidelines provide practical assistance to anyone developing investment projects in Victoria. They help shape proposals, inform investment decisions, monitor project delivery and track the benefits of investments.

www.dtf.vic.gov.au/infrastructure-investment/investment-lifecycle-and-high-value-high-risk-guidelines

www.dtf.vic.gov.au/investment-lifecycle-and-high-value-high-risk-guidelines/technical-guides

High value high risk framework

Under the High Value High Risk (HVHR) Project Assurance Framework, infrastructure and ICT projects identified as being high value or high risk are subject to more rigorous scrutiny and approval processes.

www.dtf.vic.gov.au/infrastructure-investment/high-value-high-risk-framework

Gateway review process

The Gateway Review process examines projects and programs at six key decision points in their lifecycle. The process involves using an independent external reviewer team to provide timely and confidential advice about progress and likelihood of delivery success.

www.dtf.vic.gov.au/infrastructure-investment/gateway-review-process

DataVic Access Policy

The Victorian Government recognises the benefits from and encourages the availability of Victorian government data for the public good. One of the purposes of the DataVic Access Policy is to enhance sharing of, and access to, information-rich resources to support evidence-based decision making in the public sector.

www.data.vic.gov.au

www.data.vic.gov.au/policy-and-standards-0

If you require this publication in an accessible format please let us know.