# Long form business case guidance

**Note: All business cases must have a *Business case cover sheet* (Attachment C)**

**Guidance notes**

Text in the shaded boxes is for guidance only and should be deleted prior to submission.

The *Investment Lifecycle and High Value and High Risk (HVHR) Guidelines* complement this template and should be referred to when developing the business case. Both the template and guidance are available on the DTF website: <https://www.dtf.vic.gov.au/infrastructure-investment/investment-lifecycle-and-high-value-high-risk-guidelines>

The table below provides a guide to the expected level of evidence for business cases for capital projects.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | Full business case | |
|  | **Step** | **HVHR** | **Non-HVHR** |
| **Investment case** | Problem definition | Comprehensive | Comprehensive |
| Case for change | Comprehensive | Comprehensive |
| Response option development | Comprehensive | Developed |
| Project options assessment | Comprehensive | Developed |
| **Delivery case** | Project solution | Comprehensive | Comprehensive |
| Commercial and procurement | Comprehensive | Comprehensive |
| Planning, environment, land, heritage and culture | Comprehensive | Comprehensive |
| Project schedule | Comprehensive | Comprehensive |
| Project budget | Comprehensive | Comprehensive |
| Management | Comprehensive | Comprehensive |

Where the government has made specific commitments, announcements and/or decisions before a business case is completed, a business case with a focus on the delivery case is still required.

**New Requirements**

* Disclose and outline the rationale for any significant departures from the Investment Lifecycle and High Value High Risk Guidelines (refer Overview section).
* The procurement strategy section of the business case should reflect best practice expectations as outlined in the updated [*Procurement - Investment Lifecycle and High Value High Risk Guidelines* Part 2: Developing the procurement strategy](https://www.dtf.vic.gov.au/investment-lifecycle-and-high-value-high-risk-guidelines/procurement)
* A detailed breakdown of owner’s costs is required to be completed for all infrastructure funding proposals. The updated owner’s costs reporting structure is outlined in Table 15, with further guidance included in Section 8 of Attachment E.
* Include the gender issues identified in the Gender Impact Assessment (GIA) and how the design of the proposal addresses these (or why they are not addressed).
* For infrastructure submissions of $50 million TEI and greater, you are required to estimate the upfront carbon (Co2e) impact of the project and indicate potential mitigation measures. The Department of Treasury and Finance has developed an estimation tool to support this requirement, refer to Section 4.5.2 Estimating upfront carbon released: Questionnaire and calculation tool template and Attachment E for guidance.
* Where the initiative significantly involves First Peoples provide information on if and how they were involved in the development of the recommended and alternative solutions, their views on each of these, and how the benefits reflect priority outcomes for their community. Frame the problem as identified by the community or the barriers to self-determination and consider the level of future engagement. Further guidance can be found in Attachment E.

[Submission name]

## Proposed BP3 initiative name: [Proposed BP3 initiative name]

* The submission name is how the business case will be presented to BFC. It should be short, factual descriptive, and clearly indicate what the submission is about. If it is not, it may be renamed.
* If BFC approves some or all of the proposal, a short description of the funding provided may be included in Budget Paper 3: Service Delivery (BP3). The proposed BP3 title should be appropriate for inclusion in this public-facing document. In some cases it may be the same as the initiative title.

[Department name]

Senior Responsible Officer attestation

|  |  |
| --- | --- |
| The undersigned attests that this business case: |  |
| * has been prepared in compliance with the policy and legislative requirements outlined in Ministerial Direction 7.2 issued under the *Project Development and Construction Management Act 1994* (Vic) and with consideration of the *Investment Lifecycle and High Value High Risk Guidelines* (both available on the DTF website). |  |
| * will achieve the full intended service outcome. |  |
| * will achieve the intended service outcome subject to the following additional investments:   + [Additional investment 1]   + [Additional investment 2]   + [Additional investment 3] |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Signature: |  | Date: |  |
| Name of Senior Responsible Officer: |  | | |
| Title: |  | | |

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# Overview

**[The information in this shaded box should be deleted from the final business case]**

The overview should highlight the overall story and key points of the business case, including the proposed outcomes and a high-level overview of the key dimensions of the request. It should specify:

* how the initiative addresses a Budget priority;
* the problem or issue that the initiative will address;
* the merit of the proposal and how it delivers a critical need;
* what the Government will be buying, over what timeframe and the benefits/outcomes of investment for particular cohorts or areas;
* why this is the most effective and efficient way to deliver the proposed benefits/outcomes;
* if the proposal is a new focus for Government investment or builds on an existing base;
* if the proposal seeks funding to operationalise or capitalise on past capital investment;
* if an initiative is identified in an infrastructure framework (e.g. Infrastructure Victoria 30-year Infrastructure Strategy, Infrastructure Australia Infrastructure Priority List, Land Use Framework Plan) state which framework applies;
* if the initiative is eligible for Growth Areas Infrastructure Contribution funding (investment located on land in the contribution area, which is growth area land zoned for urban use and development in the municipalities of Cardinia, Casey, Hume, Melton, Mitchell, Whittlesea and Wyndham. See State Revenue Office website for further details);
* if the initiative is eligible for funding under an Infrastructure Contributions Plan or Development Contributions Plan; and
* any additional context (such as interface with other current or previously funded initiatives, or scalability) including to disclose and outline the rationale for any departures in the business case from the content required in the Investment Lifecycle and High Value High Risk Guidelines.

**Tips**

* The overview text should be no longer than 1 page and corresponding information in SRIMS is limited to 3 900 characters.
* Government needs to clearly understand what is being delivered for the requested investment. For example:

‘ Funding of $xx million ($xx million asset and $xx million output) over xx years and $xx million ongoing is sought for \_\_\_\_\_\_\_. This seeks to address \_\_\_\_\_\_\_.   
This comprises of:

$xx million for \_\_\_\_\_\_\_ to deliver/improve \_\_\_\_\_\_\_

$xx million for \_\_\_\_\_\_\_ to deliver/improve \_\_\_\_\_\_\_

This funding request is offset by:

$xx million from \_\_\_\_\_\_\_’

## Summary statistics

Table 1: Summary statistics – Output funding sought $ million

| Description | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | Ongoing |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Output funding sought** |  |  |  |  |  |  |  |
| Gross | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 |
| *Offsets* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | ***0.000*** | *0.000* |
| Net | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

Table 2: Summary statistics – Capital funding sought $ million

| Description | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | 2028-29 | 2029-30 | TEI |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Asset funding sought** | | | | | | | | | |
| Gross | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |
| *Offsets* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | ***0.000*** |
| Net | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | 0.000 | **0.000** |

Table 3: Summary statistics – Staffing impacts

| Description | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | Ongoing |
| --- | --- | --- | --- | --- | --- | --- |
| New VPS staff(c) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| New non-VPS staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Existing VPS staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Existing non-VPS staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| New SES staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Notes:

(a) Detailed information on VPS staff: State of the Public Sector in Victoria 2018-19 report (pages 155 to 156):   
[vpsc.vic.gov.au/wp-content/uploads/2020/04/Report-State-of-the-Public-Sector-in-Victoria-2018-to-2019.pdf](https://vpsc.vic.gov.au/wp-content/uploads/2020/04/Report-State-of-the-Public-Sector-in-Victoria-2018-to-2019.pdf)

Table 4: Key construction dates

| Construction commencement date | Construction completion date | Financial completion date |
| --- | --- | --- |
| Qtr X/20XX | Qtr X/20XX | Qtr X/20XX |

Qtr 1 = Jul-Sep; Qtr 2 = Oct-Dec; Qtr 3 = Jan-Mar; Qtr 4 = Apr-Jun

# Part 1 – Investment case

1. Problem definition
   1. Background
   2. Define the problem
   3. Evidence of the problem
   4. Timing considerations
   5. Consideration of the broader context
   6. Problem dependencies and interfaces
   7. Uncertainty around the problem
2. Case for change
   1. Benefits to be delivered
   2. Importance of benefits to Government
   3. Constraints, risks and dependencies
3. Response option development
   1. Method and criteria
      1. Relevant infrastructure frameworks
   2. The base case
   3. Strategic interventions
      1. Strategic interventions and response options
   4. Ranking of response options

Table 5: Evaluation of response options

|  | | Response options | | | | |
| --- | --- | --- | --- | --- | --- | --- |
|  | | Option 1 | Option 2 | Option 3 | Option 4 | Option 5 |
| Benefits (core project) | | <Business as usual/Do nothing> | <Option 2 title> | <Option 3 title> | <Option 4 title> | <Option 5 title> |
| *Percentage of full benefit to be delivered* | | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Benefit 1 | <Insert description> |  |  |  |  |  |
| Benefit 2 | <Insert description> |  |  |  |  |  |
| Benefit 3 | <Insert description> |  |  |  |  |  |
| Benefit 4 | <Insert description> |  |  |  |  |  |
|  |  |  |  |  |  |  |
| Benefits (Value creation opportunities | |  |  |  |  |  |
| *Percentage of full benefit to be delivered* | |  |  |  |  |  |
| Benefit 1 |  |  |  |  |  |  |
| Benefit 2 |  |  |  |  |  |  |
| *Risks* | | | | | | |
| Risk 1 | |  |  |  |  |  |
| Risk 2 | |  |  |  |  |  |
| Risk 3 | |  |  |  |  |  |
| Risk 4 | |  |  |  |  |  |
| *Dis-benefits* | | | | | | |
| Dis-benefit 1 | |  |  |  |  |  |
| Dis-benefit 2 | |  |  |  |  |  |
| Dis-benefit 3 | |  |  |  |  |  |
| *Uncertainties* | | | | | | |
| Uncertainty 1 | |  |  |  |  |  |
| Uncertainty 2 | |  |  |  |  |  |
| *Cost (range)* | | | | | | |
| Capital total estimated investment (TEI) | | $0.000m – $0.000m | $0.000m – $0.000m | $0.000m – $0.000m | $0.000m – $0.000m | $0.000m – $0.000m |
| Net incremental output costs (annual) | | $0.000m – $0.000m | $0.000m – $0.000m | $0.000m – $0.000m | $0.000m – $0.000m | $0.000m – $0.000m |
| *Timeframe for delivery* | | | | | | |
| (Range) | | mm/yy-mm/yy | mm/yy-mm/yy | mm/yy-mm/yy | mm/yy-mm/yy | mm/yy-mm/yy |
| *Ranking* | | | | | | |
| 1-5 | |  |  |  |  |  |

* 1. Recommended response option

1. Project options assessment
   1. Project options considered
   2. Alignment with infrastructure frameworks
   3. Stakeholder identification and consultation
   4. Social impacts
      1. First Peoples Engagement
      2. Gender Impacts

|  |  |  |
| --- | --- | --- |
| At what point in the policy, program or service design process did you begin the GIA? | | |
| Early - from the problem identification and idea development phase, as options/proposals are being developed, and throughout the policy design stages | Mid-point – after the potential solutions have been first discussed with the responsible Minister | Later stage – during business case preparation or sign off |

4.4.1.1 Gender issues from GIA

4.4.1.2 Gender impact of proposal and design elements to achieve this

* 1. Environmental impacts
     1. Climate Action impacts: completion of the Climate Action Screening and Assessment Template
     2. Estimating upfront carbon released: Questionnaire and Calculation Tool Template
  2. Financial analysis

Table 6: Presenting the results of the options analysis

|  | Project option 1: Business as usual/do nothing | Project option 2 | Project option 3 | Project option 4 | Project option 5 |
| --- | --- | --- | --- | --- | --- |
| Analysis period (years) |  |  |  |  |  |
| Capital costs ($m) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Output costs ($m) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Contingency allocation ($m)(a) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| ***Cost-Benefit Analysis (of monetary costs and benefits discounted at the appropriate discount rate)*** | | | | | |
| Present value of benefits ($m) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Present value of costs ($m) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Benefit cost ratio | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Net present value ($m) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| ***Other important considerations (see the examples provided)*** | | | | | |
| Social, environmental and economic costs/benefits (e.g. small, medium, large) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Distributional impacts (e.g. small, medium, large) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| … |  |  |  |  |  |
| *Multi-Criteria Analysis (ranking of intangible costs and benefits, if applicable)* | | | | | |
| Criteria 1 |  |  |  |  |  |
| Criteria 2 |  |  |  |  |  |
| Criteria 3 |  |  |  |  |  |
| *Preferred option* |  |  |  |  |  |

Note:

(a) This should be differentiated between capital and output costs.

* 1. Economic impacts
     1. Cost benefit analysis (CBA) (economic evaluation)
  2. Risk comparison
  3. Uncertainties
  4. Integrated analysis and options ranking
     1. Testing the robustness of the options analysis
     2. Economic evaluation of project solution

# Part 2 – Delivery case

1. Project solution
   1. Detailed project scope, service specification and outcomes
   2. Interdependencies and interfaces
   3. Lessons learnt/project insights
   4. Scalability of the project solution

Table 7: Scalable option A – Output funding $ million

| Description | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | Ongoing |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Output funding sought** | | | | | | | |
| Gross | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 |
| *Offsets* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | ***0.000*** | *0.000* |
| Net | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

Table 8: Scalable option A – Capital funding $ million

| Description | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | 2029-30 | 2031-32 | TEI |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Asset funding sought** | | | | | | | | | |
| Gross | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |
| *Offsets* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | ***0.000*** |
| Net | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | 0.000 | **0.000** |

Table 9: Scalable option A – Deliverables, performance measures and staffing impacts

| Description | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | Ongoing |
| --- | --- | --- | --- | --- | --- | --- |
| Deliverables(a) – specify |  |  |  |  |  |  |
| Performance measure impact(b) – specify |  |  |  |  |  | n.a. |
| **New FTE** |  |  |  |  |  |  |
| New VPS staff(c) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| New non-VPS staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Existing FTE** |  |  |  |  |  |  |
| Existing VPS staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Existing non-VPS staff | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Notes:

(a) Deliverables reflect the key output(s) to be delivered (e.g. 100 scholarships for program y in 20xx-xx to 20xx-xx or 1 000 additional enhanced maternal and child health services visits in 20xx-xx to 20xx-xx).

(b) Performance measure impact can include measures not used in BP3 where appropriate.

(c) Detailed information on VPS staff: The State of the Public Sector in Victoria 2018-19 report (pages 155 to 156): [vpsc.vic.gov.au/wp-content/uploads/2020/04/Report-State-of-the-Public-Sector-in-Victoria-2018-to-2019.pdf](https://vpsc.vic.gov.au/wp-content/uploads/2020/04/Report-State-of-the-Public-Sector-in-Victoria-2018-to-2019.pdf)

* 1. Project development and due diligence (PDDD)

Table 10: Summary of project development and due diligence (PDDD) assessment

| PDDD element | Summary | Reference |
| --- | --- | --- |
| Client Requirements Document |  |  |
| Scope Development |  |  |
| Planning Approval Strategy |  |  |
| Preliminary and final operator requirements |  |  |
| Land use assessment |  |  |
| Constructability assessment plan |  |  |

* 1. Value Creation and Capture (VCC) opportunities

1. Commercial and procurement
   1. Procurement strategy
      1. Step 1: Scope key project success factors and establish procurement objectives

6.1.1.1 Identify key issues influencing project performance and success

6.1.1.2 Establish procurement objectives

* + 1. Step 2: Project structuring, bundling and packaging

6.1.2.1 Project structuring

6.1.2.2 Bundling determination

6.1.2.3 Packaging determination

* + 1. Step 3: Test the procurement model fit and shortlist.

6.1.3.1 Rationale for shortlisted procurement models

6.1.3.2 Justification for eliminating procurement models

* + 1. Step 4: Analyse shortlist and justify procurement model selection

6.1.4.1 Rationale for procurement model selection criteria and weightings

6.1.4.2 Detailed evaluation of procurement models

Table 11: Evaluation procurement matrix sample

| Evaluation criteria | Importance of criteria (a) | Option 1 | Option 2 | Option 3 | Option 4 |
| --- | --- | --- | --- | --- | --- |
| Whole-of-life cost effectiveness and accountability |  |  |  |  |  |
| Risk allocation |  |  |  |  |  |
| Price certainty |  |  |  |  |  |
| Time certainty |  |  |  |  |  |
| Market appetite and competition |  |  |  |  |  |
| Overall rating | 100% |  |  |  |  |

Note:(a) ‘Importance of criteria’ should align to the priorities, objectives and trade-offs of the proposed solution.

* + 1. Step 5: Detail the preferred procurement model

6.1.5.1 Preferred procurement model risk allocation and outstanding risks

6.1.5.2 Agency capability

6.1.5.3 Approval requirements and processes

* 1. Market conditions and engagement

1. Planning, environment, heritage, land and culture
   1. Planning, environment, land, heritage and culture considerations
   2. Planning, environment, land, heritage and culture risk summary
   3. Land Acquisition
   4. Surplus Land

Table 12: Land to be declared surplus to service delivery needs

| $ million | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Property 1 Address | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |  |
| *Property 2 Address* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | ***0.000*** |  |
| *Etc* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | ***0.000*** |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |  |

1. Project schedule
   1. Detailed project schedule
   2. Critical path activities and key milestones
   3. Project schedule risk assessment
2. Project budget
   1. Summary costing

Table : Summary statistics – funding sought $ million

| Funding sought | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | Ongoing/ TEI |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Net output funding sought | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Net asset funding sought | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | TEI |

* 1. Budget impact – Detailed costing

Table : Capital budget impact $ million

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Financial impact (capital) | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | 2029-30 | 2030-31 | TEI |
| Component a | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 | 0.000 | **0.000** |
| Component b | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 | 0.000 | **0.000** |
| Owner’s costs (Table 15) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 | 0.000 | **0.000** |
| Project base risk estimate | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 | 0.000 | **0.000** |
| Project excess risk estimate | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 | 0.000 | **0.000** |
| **Subtotal gross capital** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
| Offsets from other sources (e.g. proceeds from asset sales, trust accounts, Commonwealth funding) (a) | (0.000) | (0.000) | (0.000) | (0.000) | (0.000) | **(0.000)** | (0.000) | (0.000) | **(0.000)** |
| Net impact capital | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Note:

(a) Specify each separately by component if available.

(b) Specify which component(s) the offset(s) will be applied to.

Table : Operational budget impact $ million

| Financial impact outputs | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | Ongoing |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Component a | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Component b | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Owner’s costs (Table 15) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Lease operating expenditure | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Lease and service concession interest | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Subtotal gross output** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
| Offset from internal reprioritisation | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Offset from other sources (e.g. revenue, Commonwealth, trust fund) – specify each separately by component if available | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Subtotal offsets** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
| Net impact output | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Table 15: Owner’s costs

In line with DTF budget guidance, a detailed breakdown of owner’s costs is required to be completed for all infrastructure projects and/or programs***.*** The full guidance of the updated owner’s costs reporting structure is outlined in (see Section 8 of Attachment E).

| Owner’s costs ($million) | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | Ongoing |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Legal & Commercial (a)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Design & Engineering (b)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Project Management (c)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Communications & Stakeholder Relations (d)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Stakeholder Reimbursements (e)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Land Planning & Environment (f)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Project Controls (g)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Safety, Health & Human Resources (HR) (h)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Executive Office (i)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Finance (j)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **IT (k)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Facilities & Business Services (l)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Unsuccessful Bid Fees (m)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Other (n)** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total owner’s costs | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Note:

1. Legal & Commercial - advisory services including cost estimation, legal, commercial, procurement, constructability, contract management, and probity advisors
2. Design & Engineering - design, engineering, concept, and detailed design
3. Project Management - project management staff, package development, industry capability, office/general expenses
4. Communications & Stakeholder Relations - corporate and media affairs, stakeholder relations and communications including with utility providers, agencies, operators, council, and community consultation
5. Stakeholder Reimbursements - stakeholder reimbursements (project/program admin related), stakeholder reimbursements (excluding private operator payments and Unsuccessful Bid Fees)
6. Land Planning & Environment - geotechnical investigations, environmental impact assessments (e.g. flora and fauna), general quality assessments (e.g. for air, water, noise, and habitat), sustainability/program initiatives, contamination, interface controls, aerial photography and videos, staff costs, admin, and other office costs, aboriginal cultural heritage, environmental auditing
7. Project Controls - cost controls, interface controls, forecasting, project scheduling, organisational risk management, surveillance, and quality
8. Safety, Health & Human Resources (HR) - health and safety costs, safety management and compliance, resources, and general HR admin
9. Executive Office - executive office/staff, executive support functions and other executive associated costs, corporate costs, ODG, contractors general, office assets
10. Finance - corporate finance, accounting, insurances, back-office staff, staff/salary costs, resources, admin and other office costs, interest expenses, financing fees, equity investment costs, corporate charges and management reserve
11. IT - expenses for general technology resources e.g. hardware, cybersecurity, infrastructure and telecommunication costs, staff related costs, training and education programs, workshops etc.
12. Facilities & Business Services - facilities, project office, records and business services
13. Unsuccessful Bid Fees - program costs (for individual project TEI rather than program), other unsuccessful procurement/opportunity costs
14. Other - miscellaneous/general costs, post completion (e.g. suppliers/contractors associated with managing post completion/defects activities), graduate program
    1. Whole of life costs
       1. Operations and maintenance costs

Table : Future operating and service uplift cost projections (for information only)

This section is required to be completed by the Department of Transport for large infrastructure projects, consistent with the 2022-23 BFC requirement to submit estimates for base and estimated service uplift for future capital projects. This section is optional for all other departments.

|  |  |  |  |
| --- | --- | --- | --- |
| Future operating and service uplift cost projections | | | |
| Does the submission include **all** ongoing costs associated with maintaining and operationalising the capital component of this submission? | Yes – these are included in the output funding tables – proceed to table 20 (Depreciation) | No | Partial |
| If ‘no’ or ‘partial’, please specify any ongoing components not included with:   * a high-level estimate of funding requirements (see tables 18 and 19); and * timing.   If ‘no’ or ‘partial’, please specify any ongoing components not included with a high-level estimate of funding requirements to:   * maintain and operate the asset (see table 18); and * deliver associated services intended to capitalise on the benefit of the asset. These items should be consistent with amounts used to consider a project’s BCR.   This is required so that Government can consider the full financial impact when assessing the relative merit of a project and estimate future capacity considerations.  These cost projections should represent future budget impacts which are not the subject of this business case’s funding request |  | | |

Provide details of the costs associated with the ongoing operation and maintenance of assets, commencing from the project completion date. These costs should be revised as the project moves closer to its practical completion date and further information becomes available.

Table : Output costs associated with operation and maintenance $ million

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Description | 20XX-XX (project completion year) | 20XX-XX | 20XX-XX | 20XX-XX | 20XX-XX | Ongoing |
| **Output funding estimated** |  |  |  |  |  |  |
| Gross | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| *Offsets* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* |
| Net | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

Provide details of the estimated costs associated with transitioning to service and service uplift impacts. Costings should be consistent with benefit costs review assessments.

Table : Output costs associated with transition/readiness for service and service impacts $ million

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Description | 20XX-XX  (project completion year) | 20XX-XX | 20XX-XX | 20XX-XX | 20XX-XX | Ongoing |
| **Output funding estimated** |  |  |  |  |  |  |
| Gross | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| *Offsets* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* | *0.000* |
| Net | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

Table : Depreciation $ million

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Financial impact | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total | Ongoing |
| **Depreciation** |  |  |  |  |  |  |  |
| Leases | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 |
| Other | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** | 0.000 |
| **Total depreciation** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

Table : Summary of useful life of asset Years

| Useful life of asset |  |
| --- | --- |
| Useful life of asset used in depreciation calculation |  |

* 1. Funding sources

Table : Estimated capital cost budget impact of the recommended option $ million

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Capital cost budget impact | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year total |
| Project budget – gross TEI | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |
| Contribution from fundraising | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |
| Contribution from the Commonwealth Government | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |
| Contribution from Local Government | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |
| Contribution from other sources | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | **0.000** |
| **Victorian Government – net contribution** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

Table : Base cost estimate $ million

| Base cost estimate (BCE) | | | | |
| --- | --- | --- | --- | --- |
| **Effective date of BCE:** dd/mm/yyyy  **Estimated date of commencement of construction:** dd/mm/yyyy | | | | |
| **1 Main contract** | | |  |  |
| * 1. Contractor management | | |  | 0.000 |
| * 1. Design | | |  | 0.000 |
| * 1. Environmental management | | |  | 0.000 |
| * 1. Cultural heritage management | | |  | 0.000 |
| * 1. Communications and stakeholder management | | |  | 0.000 |
| * 1. Temporary works | | |  | 0.000 |
| * 1. Utilities | | |  | 0.000 |
| 1.8 Site preparation and demolition | | |  | 0.000 |
| 1.9 Earth works | | |  | 0.000 |
| 1.10 Drainage | | |  | 0.000 |
| 1.11 Pavement | | |  | 0.000 |
| 1.12 Concrete works | | |  | 0.000 |
| 1.13 Structures – specify | | |  | 0.000 |
| 1.14 Furniture, fittings, and equipment | | |  | 0.000 |
| 1.15 Landscape | | |  | 0.000 |
| 1.16 Provisional Sums | | |  | 0.000 |
| 1.17 Corporate overhead and profit | | |  | 0.000 |
| 1.18 Other – specify | | |  | 0.000 |
| 1.19 Other – specify | | |  | 0.000 |
| 1.20 Other – specify | | |  | 0.000 |
| 1.21 Other – specify | | |  | 0.000 |
| **Subtotal – Main contract** | | |  | **0.000** |
| **2**  **Minor works** | | |  |  |
| 2.1 Net gain offsets | | |  | 0.000 |
| 2.2 Insurance – specify | | |  | 0.000 |
| 2.3 Operator/Stakeholder costs | | |  | 0.000 |
| 2.4 Other – specify | | |  | 0.000 |
| **Subtotal – Minor works** | | |  | **0.000** |
| **3 Land acquisition** | | |  |  |
| 3.1 Land acquisition | | |  | 0.000 |
| **Subtotal – Land acquisition** | | |  | **0.000** |
| **4 Owner’s costs** |  |  | | |
| 4.1 Owner’s costs |  | 0.000 | | |
| **Subtotal – Owner’s costs** |  | **0.000** | | |
| Total of base cost estimate | | 0.000 | | |

Table : Project risks $ million

| Risk estimate and contingency | | |
| --- | --- | --- |
| 5 Base risk estimate |  |  |
| 5.1 Escalation | (period between BCE and construction) | 0.000 |
| 5.2 Project risk A |  | 0.000 |
| 5.3 Project risk B etc. |  | 0.000 |
| **Subtotal** |  | **0.000** |
| 6 Excess risk estimate |  |  |
| 6.1 Excess risk estimate |  | 0.000 |
| **Subtotal** |  | **0.000** |
| Total of project risk (Contingency) |  | 0.000 |

Table : Funding history $ million

| Description of funding provided | 20xx-yy | 20xx-yy | 20xx-yy | 20xx-yy | 20xx-yy |
| --- | --- | --- | --- | --- | --- |
|  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Table : Existing funding base $ million

| Description of funding provided | 20xx-yy | 20xx-yy | 20xx-yy | 20xx-yy | 20xx-yy |
| --- | --- | --- | --- | --- | --- |
|  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Table : Existing revenue estimates for this initiative $ million

| Existing revenue financial impact | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year Total | Ongoing |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Existing revenue in the forward estimate | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Table : New revenue $ million

| New revenue financial impact | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 5-year Total | Ongoing |
| --- | --- | --- | --- | --- | --- | --- | --- |
| New revenue initiative 1 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Impact on existing revenue increase/(decrease) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Net revenue impact | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

* 1. Project budget risk assessment
     1. Risk quantification and contingency
  2. Staffing and New Executive Officer Positions

Table : Staffing impacts – Staff/contractors

| Functional category |  | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | Ongoing |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***[For all components, or Component A]*** |  |  |  |  |  |  |  |
| New VPS staff (a) | Frontline | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Back office | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Contractor | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Subtotal** |  | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| Existing VPS staff (a) | Frontline | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Back office | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Contractor | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Subtotal** |  | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| New non-VPS staff (b) | Frontline | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Back office | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Contractor | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Subtotal** |  | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| Existing non-VPS staff (b) | Frontline | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Back office | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Contractor | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Subtotal** |  | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| Total staff |  | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Notes:

(a) Including Executive Officers.

(b) Specific category (e.g. teacher, nurse).

Table : New Executive Officer positions

| New Executive Officer positions (a) | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | Ongoing |
| --- | --- | --- | --- | --- | --- | --- |
| SES 1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| SES 2 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| SES 3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Note:

(a) This should only include new EOs (i.e. do not include reprioritised positions, or positions that backfill vacancies).

1. Management
   1. Governance framework
   2. Stakeholder engagement and communications plan
   3. Project management strategy
   4. Change management
   5. Performance measures and benefits realisation

Table : Performance measures

| Performance measures |  | | Baseline | | Target if proposal is endorsed | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Existing / New /  Not in BP3 | Unit of measure | 2024-25 published target | 2023-24 actual (if known) | 2024-25 | 2025-26 | 2026-27 | 2027-28 |
| **Output: [Insert output name]** | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |

* 1. Risk management
  2. Exit strategy
  3. Readiness and next steps

# Checklist and sign-off

| Initiative title: | | [Business case/Initiative title] | Yes |
| --- | --- | --- | --- |
| Department: | | [Department name] |  |
|  | Does the submission address a Budget Priority? If yes, has it clearly identified how it addresses the Budget Priority? | |  |
|  | Was DTF/DPC consulted during the preparation of the business case and/or costings agreed? | |  |
|  | Has a *Business case cover sheet* been completed to accompany this business case? | |  |
|  | Has the SRO signed an attestation statement for this business case? | |  |
|  | Is the project High Value High Risk (HVHR) (i.e. has a PPM been completed)? | |  |
|  | If the project is HVHR, has a Gateway review for Gates 1/2 been undertaken? | |  |
|  | If applicable, have the relevant Value Creation and Capture documents been completed and included? | |  |
|  | If applicable, does the business case state whether the initiative is eligible for Growth Areas Infrastructure Contribution funding? | |  |
|  | If applicable, does the business case state whether the initiative is eligible for funding under an Infrastructure Contributions Plan or Development Contributions Plan? | |  |
|  | If the project is identified in an infrastructure framework, has the framework been clearly stated? (See Overview for examples.) | |  |
| Has a Gender Impact Assessment been completed Is a copy of the assessment attached? | |  |
|  | If required, has a Climate Action Screening and Assessment Template been completed? | |  |
|  | Has the Carbon Estimation Tool and questionnaire been completed for asset initiatives of $50 million TEI or greater? | |  |
|  | If the initiative is seeking consideration under the Early Intervention Investment Framework, has additional information on outcome measures and avoided costs been included? | |  |
|  | Have the following documents been submitted to DTF?: | |  |
|  | * Project Profile Model (PPM) | |  |
|  | * Investment Logic Map (ILM) | |  |
|  | * Benefits management plan | |  |
|  | * Procurement strategy | |  |
|  | * Costed risk register | |  |
|  | * Detailed project schedule | |  |
|  | * Detailed cost plan including owner’s costs breakdown | |  |
|  | * Red rated Gateway recommendations in the Recommendations Action Plan (RAP) | |  |

This model checklist is designed for the project proponent’s endorsement.

|  |  |  |  |
| --- | --- | --- | --- |
| **Prepared by:** |  | **Date:** |  |
| **Approved by:** |  | **Date:** |  |
| **Approving officer/ delegate name:** |  | **Date:** |  |
| **Secretary:** |  | **Date:** |  |