|  |  |
| --- | --- |
| **<Project Name (in document properties)>** | |
| Executive Sponsor | <Executive Sponsor's name (in document properties)> |
| Organisational unit | [Portfolio, Faculty or Directorate Name] |
| Version | [Version of the Project Business Case]  [Each approval increments the version number by 1] |
| Approval status | [WIP | In review | Endorsed | Approved] [Add date & name of endorsement or approval] |

**Guidance**

Instructions for this template are at the end of the document. Please read them first!

The Project Business Case template contains pre-filled text in most sections.  
They can be retained as is or adapted as best suites the project.

Text in square brackets [] denote options or expected values to be used in that field or section. It must be replaced with a valid value and the text in brackets removed.

This text box and guidance notes must be removed before submitting the document for endorsement and approval.

Business Case must be reviewed by a Finance representative and the Portfolio Project Office (PPO) prior to submission. IT Engagement team review is done, as needed.

EXECUTIVE SUMMARY

<This section is filled out last, only after the Business Case has been developed. The content must be kept to a single page.>

|  |  |  |  |
| --- | --- | --- | --- |
| **Executive Sponsor** | <Executive Sponsor's name (in document properties)> [Position, unit] | | |
| **Outcome** | | | |
|  | | | |
| **Key benefits** | | | **Benefit class** |
|  | | |  |
|  | | |  |
|  | | |  |
| **Strategic Alignment or priorities** | | **[Overall categorisation]** | **Level of contribution** |
| [KRA / UPT, a priority item, or mandatory requirement] | | | [Low / Medium / High] |
|  | | |  |
|  | | |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Financial benefits |  | Primary focus | [Develop new / Improve existing / Replace end-of-life / Compliance] |
| Implementation cost (capex) |  | Complexity | [Simple / Medium / Complex] |
| Implementation cost (opex) |  | Initial Go-Live | Month year / quarter year |
| Operational & overhead cost |  | Delivery finalised | Month year / quarter year |
| Total cost |  |  |  |
| Financial return |  |  |  |

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**Approvals**

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name, position** (or committee name) | **Date** | **Comments** |
| Author |  |  |  |
| Contribute |  |  |  |
| Review | [Specialist or working group] |  |  |
| Review | [Specialist or working group] |  |  |
| Review | [Engagement team, IT Directorate] |  |  |
| Review | [Project accountant, Finance Directorate] |  |  |
| Review | [National Manager, Portfolio Projects Office] |  |  |
| Review | [Committee] |  |  |
| Endorse | [Benefits Owner / Executive Sponsor] |  |  |
| Endorse | [Committee] |  |  |
| Approve | [COO / S&FC] |  |  |

**Document Version**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Name** | **Changes made** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

PURPOSE OF THE DOCUMENT

The Project Business Case is a core template to be completed in the Pre-Initiate phase of a project for medium and complex projects. The approval of this document leads to the respective funding to be released, a Project Manager being appointed and the project commencing.

The Project Business Case justifies the project and investment, based on a strategic or operational need that has been identified within a portfolio, faculty or Directorate. It details the key information such as outcomes, outputs, benefits and implementation approach of the proposed project. This document has been preceded by a Proposal for Business Change which outlined the business opportunity or need and respective benefits.

The Project Business Case is divide into two parts:

* Part A Outcome describes the outcome and related benefits. This is the Executive Sponsor’s commitment to deliver the improvement(s) to the University.
* Part B Implementation Approach outlines how the outputs are intended to be delivered. This sets the Executive Sponsor’s expectations and forms the basis for the detailed planning and delivery of the project(s). The project(s) will be reviewed against the fulfilment of this Business Case.

The approval is provided by the relevant financial delegate or executive committee. The document is periodically reviewed during the project to confirm it remains valid and any changes are submitted for re-approval. Should the investment become unjustified, the Executive Sponsor will recommend the project to be closed and any remaining funds to be returned for reallocation.

1. OUTCOME

1. Business opportunity or need

[Background. Provide the opportunity or need that will be addressed by the project; i.e. the main objectives of the proposed project, the benefits to be derived from addressing it and other work completed or in progress that relates to the that.]

1. Outcome

The project delivers outputs which – when used in full – enable an outcome, resulting in changes to ACU’s services or operations. These are expressed and measured as benefits[[1]](#footnote-2). The achievement of these is owned by the Benefit Owner(s) (refer to section [Project Organisation and Governance](#Project_Organisation)). Selected outputs may also enable additional, secondary outcomes.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective** | **Output** | **Benefit class** | **Outcome** | **Benefit class** |
|  |  |  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  | | | **Secondary outcomes** | |
|  | |
|  | |

On approval of this Project Business Case, a Project Benefits Realisation Plan will be developed to describe the action to achieve the targeted levels, measurements and reporting of the benefits realisation. Benefits listed in this section will be tracked and reported centrally through the project benefits management.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  | **Targeted benefit** | | |  |
| **Output / Outcome** | **Measurement** | | **Best case** | **Projected** | **Worst case** | **When achieved** |
|  |  | |  |  |  |  |
|  |  | |  |  |  |  |
|  |  | |  |  |  |  |
| **Total financial value of the benefits ($)** | | |  |  |  |  |

1. Alignment to ACU Strategy and priorities

The proposed project(s) implement or enable the following ACU Strategic Plan goals, Vice-Chancellor’s Focus Areas or local (portfolio or lower level) priorities. For projects categorised as Mandatory, the list refers to the regulatory or other requirements which have necessitated the proposed project.

|  |  |
| --- | --- |
| **Alignment to the ACU Strategic Plan** | **Level of contribution** |
| [Key Result Area (KRA) or University Performance Target (UPT)] | [Low / medium / high] |
|  |  |

|  |  |
| --- | --- |
| **Alignment to VC Focus Areas or local priorities** | **Level of contribution** |
| [A VC, portfolio or local priority item, or mandatory requirement] | [Low / medium / high] |
|  |  |

|  |
| --- |
| **Contribution to Service Excellence** |
| Primary dimension: |
| Additional dimension: |

1. Options analysis

For this project, the following options have been analysed and considered.

|  |
| --- |
| **Recommended solution** |
| [Headline / title for the option.  Brief description of the option and why it is recommended.] |
| **Alternative options considered** |
| [Headline / title for the option.  Brief description of the option and why it is not recommended.] |
| [Headline / title for the option.  Brief description of the option and why it is not recommended.] |
| **Do nothing** |
| [Brief description what would happen if the project was not implemented. Link the description also to the section ‘[Risk of not proceeding](#B4iv_Risk_if_not_proceeding)’.] |

1. Quality expectations

The following quality expectations have been set for the project by the Executive Sponsor and key stakeholders. They are what the stakeholders expect to see in the final outputs, what they “pay for”. During the project planning, these will be developed into acceptance criteria for the project and onto more specific quality criteria to measure the performance of the project outputs.

All quality expectations are prioritised using MoSCoW[[2]](#footnote-3) hierarchy. This will guide the Project Owner and Project Manager in the importance of each should there be a need to review or reallocate project resources.

|  |  |  |
| --- | --- | --- |
| **Quality expectation** | **Priority** | **Comments** |
| Conformity | [Refer to MosCow] |  |
| Usability / understand-ability |  |  |
| Efficiency |  |  |
| Maintainability |  |  |
| Reusability |  |  |
| Flexibility |  |  |
| Reliability / accuracy |  |  |
| Portability |  |  |
| Audit-ability / security |  |  |
| Job impact |  |  |

1. Business impact

The recommended solution will have the following business impacts within staff, students and external parties.

|  |  |  |  |
| --- | --- | --- | --- |
| **Staff impacted** | **Impact category** | **Level of impact** | **Expected timeframe** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Students impacted** | **Impact category** | **Level of impact** | **Expected timeframe** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **External parties impacted** | **Impact category** | **Level of impact** | **Expected timeframe** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

1. Risks

Through the analysis performed for any uncertainties surrounding the project, the following significant risks have been identified and should be considered in the decision-making. If they eventuate, they will reduce the project’s ability to deliver and the realisation of resulting benefits.

Note: Only items rated ‘High’ are included in this section. Please refer to ACU’s [Risk Management Procedure](http://www.acu.edu.au/policies/governance/risk_management/risk_management_procedure) for further details.

1. Risks to project delivery

The following significant risks may impact the project’s ability to deliver successfully to the plan. The Executive Sponsor and Project Manager lead the work on mitigating threats where possible.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk factor** | **Comment** | **Mitigation** | **Cost to mitigate** |
|  |  |  |  |
|  |  |  |  |

1. Risks to benefits realisation

The following risks may impact the realisation of the benefits. The key focus is on the business change related to ensuring the project outputs result in sustained benefits. The Executive Sponsor will work with the impacted faculty, business unit or team leads to mitigate the risks identified.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk factor** | **Comment** | **Mitigation** | **Cost to mitigate** |
|  |  |  |  |
|  |  |  |  |

1. Residual risks to ACU

The following operational risk level resulting from this project may impact ACU at the faculty or directorate, portfolio, or university level. This may hinder the service delivery when the project output is used and change the University’s overall risk position.

|  |  |  |  |
| --- | --- | --- | --- |
| **Culture/Value/Mission** | **Governance** | **Community Well-Being** | **Reputational** |
| [Low / medium / high] | [Low / medium / high] | [Low / medium / high] | [Low / medium / high] |
| **Strategic** | **Financial** | **Operational** | **Education and Research** |
| [Low / medium / high] | [Low / medium / high] | [Low / medium / high] | [Low / medium / high] |

The risk factors for areas rated ‘high’ are further identified in the table below.

|  |  |  |
| --- | --- | --- |
| **Risk area** | **Risk factor** | **Comment** |
|  |  |  |
|  |  |  |

1. Risk of not proceeding

The following risks apply to the portfolio, faculty, directorate or University if this project does not proceed or it fails to deliver.

|  |  |  |
| --- | --- | --- |
| **Risk item** | **Impact** | **Cost of impact** |
|  |  |  |
|  |  |  |

1. IMPLEMENTATION APPROACH

1. Financial model

The following financial estimates have been made. On approval of this Project Business Case, the projected benefits and costs are funded. They will form the project baseline for the expected spending and potential revenue or other financial benefits.

|  |  |  |  |
| --- | --- | --- | --- |
| **FINANCIAL BENEFITS** | **Best case** | **Projected** | **Worst case** |
| Value of benefits (total) |  |  |  |
| Benefit risk | [Low] | [Moderate] | [High] |

|  |  |  |  |
| --- | --- | --- | --- |
| **EXPENSES** (through 2024) | **Best case** | **Projected** | **Worst case** |
| Implementation cost (capex) |  |  |  |
| Implementation cost (opex) |  |  |  |
| Operational and overhead cost |  |  |  |
| Total cost |  |  |  |
| Financial return |  |  |  |
| Delivery risk | [Low] | [Moderate] | [High] |

A breakdown of the projected cost and explanation of the factors influencing the scenarios are provided in [Appendix 1 – Financial model breakdown](#Appendix1).

To assist with the decision about funding, a similar estimation range for non-financial benefits has been provided below. The risk level associated in realising them is expressed with the financial benefits.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Best case** | **Projected** | **Worst case** |
| Non-financial benefit 1 |  |  |  |
| Non-financial benefit 2 |  |  |  |
| Non-financial benefit 3 |  |  |  |

1. Resources required

The project is anticipated to require the following resources (a high-level estimate). The detailed resource requirements are developed during the project planning and described in the Project Initiation Document and associated material.  
The Executive Sponsor’s and potential Project Board or Steering Committee member time is excluded from this estimate.

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **From where?** | **Engagement duration** | **FTE load** |
| Business Change Manager |  |  |  |
| Project Manager |  |  |  |
| Business Analyst |  |  |  |
| Subject matter experts |  |  |  |
| Delivery partners (internal) |  |  |  |
| Delivery partners (external) |  |  |  |

1. Milestones

The following delivery approach and milestones have been planned for the project. They are based around the optimal implementation time, i.e. when the receiving users would be best equipped and available to adopt the project outputs or when the delivery should take pace to meet ACU’s commitments to external parties or regulatory requirements. The timelines around key milestones of taking the solution into use, completing the delivery and starting to measure the benefits realisation are highlighted.

A more detailed schedule for the implementation will be developed during the project planning phase and baselined in conjunction of approving the Project Initiation Document (PID).

|  |  |
| --- | --- |
| **Delivery approach** | [Single delivery / incremental delivery / X stages] |

|  |  |
| --- | --- |
| **Milestone** | **Expected timeframe** |
| Project Business Case approved |  |
| Planning completed, Project Initiation Document (PID) approved |  |
| Contractual arrangements and procurement in place |  |
| Business readiness developed |  |
| **Initial Go-Live** (solution taken into use by the first users) |  |
| **Delivery finalised** (practical completion, acceptance of the delivery) |  |
| Solution adopted into production in full |  |
| Project closed, Post-Implementation Review (PIR) approved |  |
| **Benefits measured** (first measure after project) |  |
| **Benefits realised** (last measure, within 12 months from project) |  |

1. Dependencies

The project has been identified to have the dependencies listed in the tables below. They will be further analysed during the project planning phase and included in the project schedule for continuous monitoring.

|  |  |  |  |
| --- | --- | --- | --- |
| **Direction** | **Project name** | **Type of relationship** | **Timing or milestone** |
| [Receive, provide] |  | [Data, Function, Technology, Resource, Policy] |  |
|  |  |  |  |
|  |  |  |  |

1. Constraints

The project has identified the following constraints which are likely to impact its capacity or ability to deliver. They may refer to timing, availability, readiness or other factors related to the team, outputs or the project environment.

|  |  |  |
| --- | --- | --- |
| **Constraint or cause** | **Impact to the project** | **Timing of the constraint** |
|  |  |  |
|  |  |  |
|  |  |  |

1. Assumptions

The following assumptions have been made when developing this Project Business Case. They may set some boundaries to how the project will be delivered and will be reviewed during project planning stage.

| **Assumption** | **Impact if the assumption is incorrect** |
| --- | --- |
|  |  |
|  |  |
|  |  |

1. Project organisation and governance

The following key stakeholders and governance arrangements are proposed for the project. The table below identifies key roles and a diagram illustrates their relationships within the project. The project organisation will be reviewed and confirmed during the project planning stage and specified in the Project Initiation Document.

In relation to the project delivery, the Executive Sponsor oversees the Project Lead’s work. The Project Lead provides regular milestone reporting to the Executive Sponsor and the governance committee.

The project and associated roles and responsibilities follow the definitions included in the [ACU Project Management Model](http://www.acu.edu.au/staff/our_university/projects).

| **Role** | **Portfolio / unit, position, name** |
| --- | --- |
| Executive Sponsor |  |
| Senior User |  |
| Senior Supplier |  |
| Benefit Owner |  |
| Business Change Manager |  |
| Project Owner |  |
| Steering Committee membership |  |
| Project Lead (Project Manager) |  |
| SME’s and other contributors |  |
| Delivery partners (internal, external) |  |

1. APPENDIX 1 – Benefit Map

<Paste or import your “O3” benefits map here. It shows the objectives, outputs and outcome along with the benefits identified.>

1. APPENDIX 2 – Financial Model Breakdown

<Paste section on rows 17 to 43, columns B to H in the ‘Project Business Case financial model workbook’ template into the space below. Paste it as Formatted Text (RTF).>

The following table presents the input provided for the financial model summary.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **INTERNAL COSTS** | **Days 2019** | **Days 2020** | **Days 2021** | **Days 2022** | **Days 2023** | **Level** |
| Project Owner's time |  |  |  |  |  |  |
| Project Lead's time |  |  |  |  |  |  |
| SME time |  |  |  |  |  |  |
| Delivery partners |  |  |  |  |  |  |
| Process / System Owner |  |  |  |  |  |  |
| Other resources (specify) |  |  |  |  |  |  |
| Other resources (specify) |  |  |  |  |  |  |
| Confidence level (%) |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **EXTERNAL COSTS** | **$ in 2019** | **$ in 2020** | **$ in 2021** | **$ in 2022** | **$ in 2023** |  |
| Professional services / consulting $ |  |  |  |  |  |  |
| Product purchases (upfront cost $) |  |  |  |  |  |  |
| Permits / licensing (Initial / 1st year cost $) |  |  |  |  |  |  |
| Confidence level (%) |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **ON-GOING OPERATIONAL COSTS** | **$/days 2019** | **$/days 2020** | **$/days 2021** | **$/days 2022** | **$/days 2023** | **Level** |
| Support / maintenance services $ |  |  |  |  |  |  |
| Permits / licensing (annual cost, $) |  |  |  |  |  |  |
| Staff load (workdays /year) |  |  |  |  |  |  |
| Staff load (workdays /year) |  |  |  |  |  |  |
| Confidence level (%) |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **FINANCIAL BENEFITS** | **$ in 2019** | **$ in 2020** | **$ in 2021** | **$ in 2022** | **$ in 2023** |  |
| Financial benefits / revenue (positive impact) $ |  |  |  |  |  |  |
| Financial dis-benefits (adverse impact) -$ |  |  |  |  |  |  |
| Confidence level (%) |  |  |  |  |  |  |

1. APPENDIX 3 – Title

Contents

GUIDE TO FILLING OUT THE PROJECT BUSINESS CASE

**This whole section must be removed from the document before submitting it for endorsement and approval!**

COVER PAGE

The following fields are set in the document properties (File > Info > Properties > Advanced Properties):

* Project name
* Executive Sponsor

The other fields are updated directly into the table cells.

Remember to remove the bright yellow guidance text box from the document!

EXECUTIVE SUMMARY

The summary is filled out last, only after the rest of the Business Case has been developed. It provides a one page summary of the proposed change. The summary introduces the outcome of the change, key benefits and contribution to ACU goals and priorities.

Costs & resources & targeted timeline and risks level should be included. The value of financial benefits and costs are copied directly from the Business Case Financial Model workbook.

The summary together with the table below must fit on a single page. This enables the summary to be shared as a one double-sided printout (pages 1-2 of this document) as needed for various committee meeting materials and easily referred to by management and executive. It also forms your “one-pager” for succinct communication of the project and its benefit to ACU.

APPROVALS

This section lists the staff and others who have contributed to the document, reviewed and endorsed it and approved it. The table below provides guidance who would be suitable in each role.

|  |  |
| --- | --- |
| **Author** | The one who’s responsible for writing the document (typically a single person). |
| **Contribute** | Staff or external parties who have provided input or co-authored sections of the text to the Project Business Case. They typically are various SME’s. |
| **Review** | Review confirms the material presented is factually correct and “stacks up”, and the language used is relevant, unambiguous and good. The review is typically performed by SME’s and other relevant specialists. |
| **Endorse** | Confirm that the Project Business Case is of good quality, well justified and ready to be presented for approval. Also confirms it has sufficient support of any committees, working groups, etc which might be involved.  The endorsement is typically provided by Executive Sponsor, Benefits Owner and similar managers or executive with oversight to the proposed project. |
| **Approve** | Approving party as per the ACU Project Management Model and Delegations of Authority; a single approval is requested. The approval triggers any related funding and governance arrangements to be put in place. |

DOCUMENT VERSION

For any edits, increment the version number by a decimal (starting from 0.1). Approvals will change the version number to the next whole number (starting from 1.0), any subsequent edits increment from there (e.g. 0.1, 0.2, 0.3, 1.0, 1.1, 1.2, 2.0, etc).  
When a new version is approved, remove the version numbering of any edits / drafts (decimal changes) and retain only the approved versions on the list.  
Please note that all approved versions will need to be retained in the project file.

PURPOSE OF THE DOCUMENT

**Overall categorisation**

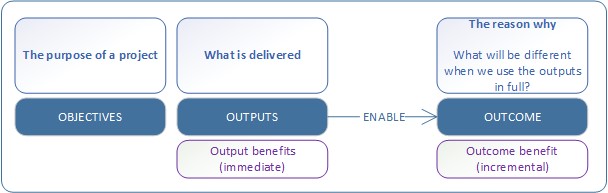
The overall categorisation of the project is done together with the Portfolio Projects Office (PPO), Project Management Office, or similar centralised function which monitors and reports on projects within the portfolio and follows established guidelines.  
The outcome of the assessment is marked in table cells (used like tick boxes) by colouring or marking the respective cell and in a summary a table.

OUTCOMES

**Business opportunity or need**

This section has been presented in the Project Proposal and should be expanded here. In a couple of paragraphs, outline the background and context to the proposed project (what has led to a need for this project) and present the business opportunity or need that can be realised or should be addressed. How would it impact the services provided or the internal operations? Specify also whether you are seeking an improvement to or replacement of a current system / process / facility or proposing to create something new.

**Outcome**

****

This section expands the outcome provided in the Proposal for Business Change. What are the objectives and outputs of the associated project(s) and respective benefits (benefits class) received from implementing the proposed solution? Remember that in medium and complex projects the Executive Sponsor or Benefits Owner will create a Benefits Realisation Plan which details the benefits, their measurements, current & interim & targeted values, and the work required to fully realise the targeted benefits.

The targeted benefits should be expressed as the change the project intends to enable. Examples: a cost saving would be expressed as the amount saved (difference between current and future costs, i.e. current cost $500,000, future cost $350,000, benefit = $150,000 saving), increase in satisfaction survey score as number of points the score changes (e.g. current score 45, desired score 65, benefit = +20 points).

A Project Benefits Register should also be developed by the Benefits Owner in conjunction with this Project Business Case. Any financial benefits should be developed in collaboration with the Management Accountant to the portfolio, faculty or directorate.

**Alignment to ACU Strategy and priorities**

List the items in the [ACU Strategic Plan](https://www.acu.edu.au/about-acu/Strategic-plan-2015-2020), Vice-Chancellor’s Focus Areas and any portfolio or other local priorities this Project Business Case aligns to. The level of contribution to the said items is defined as follows:

* **Low** – Provides a contribution to the goal or priority but is only a small part of the overall fulfilment of the said goal.
* **Medium** – Provides a significant contribution to the goal or priority (e.g. 50% of the target). If this project was not implemented, an alternative project or change would need to be initiated to enable ACU to meet the said goal.
* **High** – Essential to the goal or priority. Without this particular project or change, ACU will be unable fulfil the goal.

In the Executive Summary, the overall categorisation (for strategic alignment) is:

* **Strategic** – The project can show that at least one alignment is at level ‘high’.
* **Supporting** – The project has half or more of its strategic alignment items marked as ‘medium’ and none ‘high’.
* **Value-add** – Less than half of the strategic alignment items are marked as ‘medium’ and none ‘high’.

In the contribution to [Service Excellence](https://staff.acu.edu.au/our_university/service_excellence/service_excellence_framework), name of the primary and potential other dimensions and features the proposed project supports and how it contributes to them. The description of the contribution should typically be very brief, e.g. “Policies and processes – Work smarter: Transform the current inefficient manual booking and reporting processes onto a streamlined system. This is expected to reduce manual routine work and allow time to be focused on more complex matters in the faculty management.”

**Options analysis**

This section is based on the Response section in the Project Proposal, expanding on the outline information. Discuss the options that have been analysed and considered. For each, give reasoning on why it is recommended or should not be selected.  
Try to be brief and specific, introducing the facts and data surrounding each. If there is a more comprehensive assessment or report available of any of the options, you may refer to that document instead of copying contents to here.

At the minimum, you would always discuss two options (‘Do nothing’ and ‘Recommended option’) but ideally would also have one or more additional options available. It will be useful also to estimate the feasibility of the implementation (“can we do it?”) and the expected life of the recommended solution (how many years do we expect to be using it).

**Quality expectations**

Prioritise the quality expectations for the project. They define the Executive Sponsor’s and users’ view of what will make the project outputs successful and provide good value. They typically cover the key requirements for a successful outcome and may refer to any standards to be adhered to. During the project, more specific quality criteria and measures are developed to verify the quality expectations have been met.

The categories used are standardised and defined as follows:

|  |  |
| --- | --- |
| **Quality expectation** | **Definition** |
| Conformity | The outputs or outcome confirm to specific standards or regulations. |
| Usability / understand-ability | The outputs are easy to adopt and use, typically with minimum or no training or instructions. |
| Efficiency | The outputs provide maximum efficiency (time, throughput, etc). |
| Maintainability | The outputs are easy and affordable to maintain and repair. |
| Reusability | Components can be easily re-used elsewhere or re-purposed to other uses. |
| Flexibility | The outputs can be easily adapted to additional uses, e.g. by other teams. |
| Reliability / accuracy | The results are always 100% consistent and accurate. |
| Portability | The outputs can easily be moved or transported e.g. to other campuses or faculties. |
| Audit-ability / security | The use of the outputs of logged or tracked and can easily be evidenced. |
| Job impact | The impact to students or staff is minimised or eliminated. |

The MoSCoW hierarchy used to rate the categories are defined below. The number of ‘Must have’ expectations should be low to keep the project viable and reasonable to implement. The higher the number of ‘Must have’ expectations, the more complex, risky and costly the project is likely to become.

|  |  |  |  |
| --- | --- | --- | --- |
| **Must have** | **Should have** | **Could have** | **Not required** |
| Output or outcome must have this, part of ‘minimum viable product’. Without this, the output will be insufficient. | Important but not vital. The solution provides the necessary function also without but having this expectation met will significantly improve the solution. | A “nice to have”. Provides added value and enhances the use of the solution. | Won’t have now, i.e. the quality expectation is excluded from this project. |

**Business impact**

Analyse the impact this project will have on staff, students and external parties. Consider the team compositions, changes in their processes, practices, skills and knowledge, access to services, expected behaviours, satisfaction and image of ACU. These groups are likely to also feature as stakeholders in the project, either as active contributors or decision-makers or stakeholders to be informed.

Staff impacted, Students impacted, and External parties impacted fields refer to who is impacted, e.g. “Faculty administration team” or “All first-year students”.

The impact category refers to how they are impacted, the nature of the impact. The categories listed below are in incremental level of typical complexity and work involved.

* Awareness (communications)
* Training (new knowledge, upskilling)
* Process change (changes in tasks or information managed)
* Role change (change in responsibilities or team structure).

The level of impact defines how much the impact will change the work of expected behaviour of the impacted group or stakeholder (using scale: low, medium, high).

E.g. a team follows an existing process but needs to learn new screens in a replacement business system would need upskilling (training in the new system) and the level of impact is likely to be low or medium. If students are expected to replace regular paper submissions with uploads of digital material and need a mandatory app for that, there would be a process change with medium to high level of impact to them.

**Risks**

Some high-level risks have already been identified in the Proposal for Business Change. They should be reviewed and analysed further for inclusion in the Project Business Case. During the Project Business Case development, a workshop should be conducted with key stakeholders to identify the risks that may significantly influence the project delivery, benefits realisation and what risk to ACU may be introduced or remain (residual) after the project has completed.

The risk factors used are listed below:

|  |  |
| --- | --- |
| **Risks to project delivery** | **Risks to benefits realisation** |
| Impact on students | Complexity of process changes to be implemented |
| Impact on staff or external partners | Output / Outcomes impact on stakeholders |
| Number of key stakeholders or groups impacted | Overall complexity of the desired outcome |
| Changes to procedures, processes or work practices? | Work required to convert outputs into outcome |
| Overall complexity of the outputs | Time required to convert project outputs into final outcome |
| Level of innovation expected | Number of benefit owners involved |
| Interfacing expected with or impacts to other systems / products | Number of external stakeholder groups involved |
| ACU familiarity with the potential product / system type? | Executive Sponsor's experience in similar projects |
| Confidence a "good fit" solution is available | Size of total financial benefits |
| Confidence that the right resources are available |  |
| Stability of requirements |  |
| Delivery schedules / deadlines |  |
| Likely duration of the implementation (until project closure) |  |
| Potential cost level of the implementation |  |

**Opportunities**

Some opportunities may have already been identified in the Proposal for Business Change. They should be reviewed and analysed further for inclusion in the Project Business Case. During the Project Business Case development, a workshop should be conducted with key stakeholders to identify the opportunities that may significantly improve the project delivery or benefits realisation.

IMPLEMENTATION APPROACH

**Financial model**

Do the financial estimation using the ‘Project Business Case financial model’ workbook or similar and paste the resulting information in this section.

Financial benefits and costs are estimated at three levels. The projected cost will be funded on approval of the Business Case.

* Best case – An optimistic estimate. It assumes everything goes to the plan and produces the desired results in full. This should be the initial basis of the estimates.
* Projected – The likely scenario. This factors in risks with high rating which may influence the value of the future benefits, cost of the implementation or the future operational (maintenance costs). This would be e.g. needing to use a consultant instead of internal staff, or higher purchase or license costs in case the preferred option turns out to not fulfil the needs.
* Worst case – The pessimistic estimate. This factors in most or all currently foreseen risks which may either hinder ACU from achieving benefits or may increase the costs.

Please note the following split between funding sources:

* Capex – Capital funding, allocated by the Capital Planning Committee (CPC) based on the Infrastructure Plan.
* Opex – Operational funding, allocated to Directorates and other units through the annual budgeting.  
  Project and staff-related spending approved by the Director or financial delegate responsible for the funds in question.
* Overhead – Funds used to maintain the university operations, e.g. annual software licensing costs, facility services, etc.

The information presented here will form the basis of ACU’s financial commitments in the project. Therefore, it is recommended that it is developed in collaboration with the Management Accountant serving the portfolio, faculty or directorate which submits this Project Business Case.

The ‘Project Business Case financial model’ workbook can be found in [Project Management Templates](https://staff.acu.edu.au/our_university/projects/project_management_templates) in the staff intranet.

**Resources required**

The Project Proposal, section Partnerships, outlined the potential parties engaged to implement the proposed project.  
The Project Business Case uses that information to define the overall resource needs for the project. At this point it is a high-level estimate only. List the roles you are likely to need, where they should come from (which faculty / school / directorate / external or business unit), how long they are likely to be needed for and how much work there is likely to be for them as FTE load.

If the Executive Sponsor or any Project Board / Steering Committee members are expected to spend more than 10% (0.1 FTE) of their time on the project, add them to the table and adjust the text paragraph accordingly.

**Milestones**

The desired implementation time has been outlined in the Project Proposal. The Project Business Case introduces a full timeline for the business change using milestones, major steps the business change will go through.

Please note that the Project Business Case should go beyond the implementation to consider also the adoption of the solution and when the benefits realisation can first be measured (and expected to show an improvement from the current state).  
The times can be expressed either at a monthly or quarterly level, e.g. 8/2019 or Q3/2019.

**Dependencies**

List the dependencies this project may have.

The directions used are:

* Receive. List the inputs you receive from other projects or pieces of work. Also known as an ‘upstream’ dependency.
* Provide. List the outputs developed by this project which will be used in other projects or pieces of work (‘downstream’).

For each, identify the input / output in question, and when the dependency is expected to happen, i.e. when the input will be received or output delivered (either as calendar time based on project schedules, or referring to milestones or other events in the projects).

* Data. The project receives or provides data to another project, e.g. a specific set of student data.
* Function. A specific system is in place, e.g. a payment module, building access, or integration between systems.
* Technology. A piece of equipment or an IT service platform, e.g. change in data network capabilities.
* Resource. A staff or other resource used in a project to create the outputs.
* Policy. A policy or regulatory change which influences the outputs produced.

**Constraints**

List the constraints this project is known or predicted to have. They are factors that limit or shape how or when the project can be delivered, e.g. reliance on a specific resource, time windows when any implementations can be done due to academic calendar or financial processing requirements, etc. For each, list the constraint and how it will impact the project, and when is the constraint likely to occur (unless it’s throughout the project).

E.g. *Academic calendar – Implementation can take place only between semester breaks. – Implementation between Nov 2019 – Feb 2020.*

**Assumptions**

List the assumptions which have been made during the analysis work and development of this Project Business Case. Especially, if choices have been made between options, list those choices and reasons here. They may also relate to e.g. availability of specific funding or choice of resources.

**Project organisation and governance**

List the key stakeholders and governance arrangements in the project. While developing the Project Business Case, you would have identified at least the Executive Sponsor, Benefits Owner and Project Owner roles. Those roles may belong to the same person. Ideally, they are in a senior management or executive positions in the faculty, school, Directorate, or within the Vice Chancellor’s office and have the accountability and authority to effectively direct the project and resulting benefits realisation.

You are likely also to have a good idea of who would be your Senior User and Senior Supplier and from where the Project Lead (project management) would come from. Please note that the senior roles follow organisational positions regardless who is the incumbent in the position. Therefore, always introduce them by their role and if you also have a person’s name, add it to the list to specify who will take the role in the project this point of time.

Insert also an organisational chart or other visual representation of the relationships between the governance roles.

1. Benefits are classified as increase revenue (IR), retain revenue (RR), avoid cost (AC) or reduce cost (RC), student experience (SE) or staff experience (ST), maintain service (MS) or catholic identity (CI). [↑](#footnote-ref-2)
2. Must have (output or outcome must have this, part of ‘minimum viable product’) – Should have (important but not vital) – Could have (a “nice to have”) –  
   Not required (Won’t have now, quality expectation excluded from this project). [↑](#footnote-ref-3)