|  |  |
| --- | --- |
| **<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.  
An applicable value is to be chosen (left in the field) and inapplicable ones 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] | | |
| **Program alignment** | [Infrastructure Futures / Staff Futures / Student Futures / other] | | |
| **Outcome** | | | **Benefit class** |
|  | | |  |
| **Key outputs** | | | **Benefit class** |
|  | | |  |
|  | | |  |
|  | | |  |
| **Alignment to strategic goals or priorities** | | **[Overall categorisation]** | **Level of contribution** |
| <Enter the KPI, strategic goal, priority item, or mandatory requirement title with its reference number, e.g. “2.2 Deliver an engaging, technology-enriched and immersive student experience” or “VC Priorities 2020: Priority 2 – Review all Offerings for Currency in Mode and Delivery”> | | | [Low / Medium / High] |
|  | | |  |
|  | | |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Financial benefits | $0 | Primary focus | [Develop new / Improve existing / Replace end-of-life / Compliance] |
| Implementation cost (capex) | $0 | Initial Go-Live | Month year / quarter year |
| Implementation cost (opex) | $0 | Delivery finalised | Month year / quarter year |
| On-going operating costs | $0 |  |  |
| Total cost (5 years) | **$0** |  |  |
| Financial return | **$0** |  |  |

<Paste here the linear diagram from Results worksheet in the Project Assessment (area B14:P18). Paste it as an image (Home > Paste > Picture).>

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**Approvals**

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name, position** (or committee name) | **Date** | **Comments** |
| Author |  |  |  |
| Contribute |  |  |  |
| Review | [Peer or SME review] |  |  |
| Review | [Service Improvement Team, Service Delivery & Improvement] |  |  |
| Review | [Engagement team (EAP), IT Directorate] |  |  |
| Review | [Associate Director, Financial Corporate Services, Finance Directorate] |  |  |
| Review | [National Manager, Portfolio Projects Office] |  |  |
| Endorse | [Benefits Owner / Executive Sponsor] |  |  |
| Endorse | [Committee (e.g. Program Board)] |  |  |
| Approve | [COO / Finance & Resource Committee] |  |  |

**Document Version**

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

PURPOSE OF THE DOCUMENT

[Please do not change this section!]

The Project Business Case is a core template to be completed in the Pre-Initiate phase of a project. The approval of this document leads to the respective funding to be released and the project commencing.

The document justifies the project and investment, based on a strategic or operational need that has been identified. It details the key information such as outcomes, 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.

* Part A describes the outcome and related benefits. This is the Executive Sponsor’s commitment to deliver the improvement(s) to the University.
* Part B 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. This section can also include a brief history of background but should mainly focus on the current and future.]

1. Alignment to priorities and outcome

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **The primary intention of the project is to** | | | | | | | |
| Develop new |  | Improve existing |  | Replace end-of-life |  | Compliance |  |

The project delivers outputs which – when used in full – enable an outcome, resulting in changes to ACU’s services or operations. These changes support ACU’s long-term strategic and other goals. The tangible effect of each change is expressed and measured as benefits[[1]](#footnote-2). The achievement of these is owned by the Benefit Owner(s).

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

| **University goals** | **Contribution by this project** |
| --- | --- |
| [Specific ACU Strategic Plan priorities[[2]](#footnote-3) or KPI’s[[3]](#footnote-4)]  [VC Focus Areas[[4]](#footnote-5)]  [A portfolio plan item or mandatory requirement] | [When possible, express this in units, %, $ or similar. Otherwise, explain in a sentence or two.] |
|  |  |
|  |  |

Goals are supported by

|  |  | Targeted future value | | |
| --- | --- | --- | --- | --- |
| **Outcome** | **Benefit & measure** | **Best case** | **Projected** | **Worst case** |
|  |  |  |  |  |

Outcome is enabled by

|  |  |  | Targeted future values | | |
| --- | --- | --- | --- | --- | --- |
| **Objective** | **Output** | **Benefit & measure** | **Best case** | **Projected** | **Worst case** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Total value of financial benefits ($)** | | |  |  |  |

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.

1. Options and expectations

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)’.] |

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

The list available initially contained ten attributes and the stakeholders have selected the items below as the required attributes to be implemented by the project. This will guide the Project Owner and Project Manager on how to guide the project delivery.

| **Quality expectation** | **Why required?** |
| --- | --- |
| Conformity |  |
| 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. 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.

The benefit and delivery complexity ratings are based on Project Assessment which has been done while developing this Project Business Case.

<Copy below the financial model summary table from the Business Case Financial Model workbook, area B72:E91>

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

To view the benefits from this project, please refer to part A, section 2. [Alignment to priorities and outcome](#A2_Alignment_and_outcome).

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 junction 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 |  |
| **Output benefits measured** (first measure delivery) |  |
| Project closed, Post-Implementation Review (PIR) approved |  |
| **Outcome 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

<Copy from the Project Business Case Financial Model workbook, area B97:H124. You may need to adjust the width of the table to narrower to make it fit the page.>

The following table presents the financials by cost type, as provided in the financial model summary.

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!**

To complete the Project Business Case, you will need the following:

* Proposal for Business Change or similar (approved earlier) – Available in [Project Management templates](https://staff.acu.edu.au/our_university/projects/project_management_templates).
* Project Assessment (completed) – Available on the [Project Assessment](https://staff.acu.edu.au/our_university/projects/project-assessment) page.
* Business Case Financial Model (completed) – Available in [Project Management templates](https://staff.acu.edu.au/our_university/projects/project_management_templates).

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. After the table, paste the “slider” from the Project Assessment as a visual indication of the value provided and ease vs. complexity and risk level of the benefits realisation and project delivery.

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 performed by at least the following parties: peer / colleague / SME (context), Service Improvement Team (process), IT (technical solution & delivery), Finance (budget, benefits), PPO (alignment, completeness, “flow”). |
| **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.

**Alignment to priorities and outcome**

This section links the proposed change to the big picture and expands what was provided in the Proposal for Business Change.

Select the primary intention of the project from one of the four options. It helps to frame the change in its context. It also helps IT and the portfolio management to categorise the project and support it accordingly.

You start first by listing the ACU’s [strategic goals](https://www.acu.edu.au/about-acu/Strategic-plan-2015-2020), Vice-Chancellor’s [Focus Areas](https://staff.acu.edu.au/our_university/directoratesoffices_and_their_units/vice-chancellor-and-presidents-focus-areas-2020) and any portfolio priorities and how this change contributes to them. The more detailed and tangible you can be, the better. Itemise the goals or priorities at the lowest level they are presented and talk about the real contribution which can be evidenced.  
If the project is a response to a regulatory, WHS or other mandatory compliance requirement, refer to the policy, clause or document necessitating the project.

Then copy the outcome and benefit from the Benefit Map, and add the measure and targeted value (range). Finally, list the objectives and outputs (from the Benefit Map) and add the measures and targets. If you have financial benefits (revenue / costs), add the total value of them in the summary row at the bottom (see the Financial Model).

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. While developing the Project Business Case, you should have at least the Identification and Target sections completed in the Benefits Realisation Plan.

The targeted benefits are expressed as the change which the project enables. 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).

Any financial benefits should be developed in collaboration with the Management Accountant assigned to the portfolio, faculty or directorate.

In the Executive Summary, the overall categorisation (for strategic alignment) is based on the results of the Project Assessment, and follows the outline below:

* **Mandatory** – The project responds to a regulatory requirement, WHS issue, or similar.
* **Strategic** – A measurable contribution to an ACU Strategic Plan priority item or VC Focus area.
* **Supporting** – Enables / supports an ACU Strategic Plan priority item or a VC Focus area item.
* **Value-add** – The project contributes to a Portfolio Plan or local priorities.

**Options and expectations**

This section is based on the Outputs section in the Proposal, expanding on the outline information. Discuss the options that have been analysed and considered, and give reasons 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 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 long do will we use it?”).

The quality expectations the Executive Sponsor’s and users’ view of what must be present in the solution delivered, what they are willing to pay for. They are the attributes which will make the project outputs successful.  
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.

Add a comment about why an item is required to all items which the Executive Sponsor requires from the solution. Then remove the unnecessary items from the list. Ideally you should have 1 or few items listed.

The categories used are standardised and defined as follows:

|  |  |
| --- | --- |
| **Quality expectation** | **Definition** |
| Conformity | The system or service must meet all functional / technical requirements and confirm to specific standards or regulations (if applicable). |
| Usability / understand-ability | The new system or service is easy to learn and use, typically with minimum or no training or instructions. The purpose of the system is understood intuitively. |
| Efficiency | The outputs provide maximum efficiency (response time, throughput, etc). |
| Maintainability | The outputs are easy and affordable to maintain and repair. Please note that customised features, rather than built-in platform functions and features may reduce re-use/maintainability and increase costs. |
| Reusability | Components need to be re-used by other products or re-purposed to other uses. |
| Flexibility | The outputs can be easily changed or enhanced as part of continuous improvement or new expectations or regulations. |
| Reliability / accuracy | The results are always 100% available, consistent and accurate, and any workarounds are not needed or tolerated (in using a function or providing a service). Please note that accuracy in systems places emphasis on the data quality and input. |
| Portability | The outputs can easily be moved or used in other campuses or faculties (e.g. conform to different regulations between states), or in different operating conditions. |
| Audit-ability / security | The system or service can be audited and made secure from illegal access or fraud. The use of the outputs of logged or tracked and can easily be evidenced. |
| Job impact | The system or service cannot disrupt the existing working & social patterns of staff or students who use it. Do they have to adjust to the system or is the project going to be adjusted for them? |

**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 when doing the [Project Assessment](https://staff.acu.edu.au/our_university/projects/project-assessment). They should be reviewed and analysed further for inclusion in this 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 may be introduced or remain (residual) after the project has completed. The workshop may also identify additional technical or other risks to the project delivery or benefits.

The high-level 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 |  |

IMPLEMENTATION APPROACH

**Financial model**

Do the financial estimation using the ‘Project Business Case financial model’ workbook 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:

* Capital funding – allocated by the Capital Planning Committee (CPC) based on the Infrastructure Plan.
* 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 – used to maintain the university operations (annual software licensing costs, facility services, etc.)

The information presented here will form the basis of ACU’s financial commitments in the project. Therefore, you should develop it together with the Management Accountant or Finance Manager serving your portfolio, faculty or directorate.

**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. 8/2021 or Q3/2021.

You can insert some additional key milestones if they clearly enhance the readers’ understanding of how the change is carried out. This could be e.g. the sequencing of a new business system rollout across faculties.  
For example: *Initial Go-Live (Health Sciences) June 2021, Rollout (Law & Business) Sep 2021, Rollout (Theology & Philosophy) Nov 2021, Delivery finalised (Education & Arts) Feb 2022.*

**Dependencies**

List the dependencies this project may have.

The directions used are:

* Receive. Inputs you receive from other projects or pieces of work. Also known as an ‘upstream’ dependency.
* Provide. Outputs developed by this project which are 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 system integration.
* 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 2020 – Feb 2021.*

**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, Retain revenue, Avoid cost, Reduce cost, Improve student experience , Improve staff experience, Maintain student experience, Maintain staff experience, Reputation. [↑](#footnote-ref-2)
2. ACU Strategic Plan 2023 is available through ACU public internet > About ACU > [Strategic Plan 2023](https://www.acu.edu.au/about-acu/acu-2023). [↑](#footnote-ref-3)
3. KPI’s available through OPSM > [Strategy page](https://myacu.sharepoint.com/sites/OPSM/Strategy). [↑](#footnote-ref-4)
4. VC Focus Areas 2020 are available through staff intranet > [Vice-Chancellor and Presidents Focus Areas 2020](https://staff.acu.edu.au/our_university/directoratesoffices_and_their_units/vice-chancellor-and-presidents-focus-areas-2020). [↑](#footnote-ref-5)