|  |  |
| --- | --- |
| **<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]  [Approvals increment the version number by 1, drafts by 0.1] |
| Approval status | [WIP | In review | Endorsed | Approved] [Add date & name of endorsement or approval, e.g. “15 Mar 2022, CPC”] |

**Guidance**

**Instructions** for this template are in a separate *‘Guideline - Project Business Case development’* document.

The section **Financial Model** is prepared together with a Finance representative. The Project Business Case is **reviewed** by peers / SME’s, Finance, the Portfolio Project Office (PPO), Service Improvement Team (SIT) and IT (as needed) prior to submission to TAG or a Program Board (whichever comes first).

This text box and all notes in <blue brackets> must be removed before submitting the document for endorsement and approval.

A convenient way to distribute a short summary of the project is to print a PDF which includes the Executive Summary (template page 2) and Appendix 1 (Benefit Map).

EXECUTIVE SUMMARY

|  |  |  |  |
| --- | --- | --- | --- |
| **Executive Sponsor** | | <Executive Sponsor's name (in document properties)> [Position, unit] | |
| **Program alignment** | | [Infrastructure Futures / Staff Futures / Student Futures / (Program name) / TBC] | |
| **Primary Focus** | | [Develop new / Improve existing / Replace end-of-life / Compliance] | |
| **Business opportunity or need (summarised)** | | | |
| <In a paragraph or two, summarise what is the opportunity or need that has emerged and addressing it will help ACU progress towards its goals. What would the opportunity bring or what is “the pain” and how does it impact the services provided or the internal operations? Are you seeking an improvement to or replacement of a current system / process / facility or proposing to create something new?> | | | |
| **Outcome** | | | **Benefit class** |
| <Outcome as specified in the Benefit Map.> | | |  |
| **Outputs** | | | **Benefit class** |
| <Output as specified in the Benefit Map. Each output on its own line (add more lines below, if needed).> | | |  |
|  | | |  |
|  | | |  |
| **Key stakeholders** | | | |
| Service or process owner | <Who is the owner of the related services or processes?> | | |
| Delivery Lead | <Which unit / directorate will lead the delivery if this proposal is turned into a project?> | | |
| SME expertise | <Who will need to provide the business context and subject matter expertise?> | | |
| Delivery partners | <Who needs to contribute to the delivery? Other units, directorates, external suppliers?> | | |
| **Key risks** | | | |
| In implementation and adoption | <What can threaten the smooth delivery of the proposal? What can hinder the successful adoption of the solution and future benefits realisation?> | | |
| Risk of not proceeding | <What are the consequences for ACU if this proposal does not proceed?> | | |

|  |  |  |  |
| --- | --- | --- | --- |
| Initial Go-Live | Month year / quarter year | Delivery finalised | Month year / quarter year |
| Financial summary | | | |
| <Copy below the second table from the Project Financial Model workbook > For Documents worksheet.> | | | |
| Project assessment | | | |
| <Paste here the area B6:F14 from the Project Assessment > Results. Paste as an image (Home > Paste > Picture).> | | | |

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**Purpose of the document**

The Project Business Case defines the reasons for a change, and an optimal solution and implementation approach. On approval by the relevant committee or delegated authority, funding is released to deliver the outcome and outputs defined in this document and the project commences.

* Part A describes the outcome and related benefits.
* Part B outlines how the outputs are intended to be delivered.

**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] |  |  |
| Review | [Associate Director, Student Systems, Student Administration] (if a student system or data is impacted) |  |  |
| Review | [Associate Director, Workforce Systems, People & Capability] (if a staff system or data is impacted) |  |  |
| Endorse | [Benefits Owner / Executive Sponsor] |  |  |
| Endorse | [Committee (e.g. Program Board)] |  |  |
| Approve | [COO / Finance & Resource Committee / the appropriate financial delegate] |  |  |

**Document Version**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Name** | **Changes made** |
| 0.1 |  |  | Initial draft. |
|  |  |  |  |
|  |  |  |  |

1. OUTCOME

1. Business opportunity or need

<Explain the opportunity or need that will be addressed by the project. This section can also include a brief history or background but should mainly focus on the current situation. A summary was provided in the Proposal for Business Change and this section explains it further. Max 1 page>

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 outputs enable an outcome which supports the following ACU’s long-term strategic and other goals. The tangible effect is expressed and measured as benefits. The achievement of them is owned by Benefit Owner(s). The respective Benefit Map is included in [Appendix 1 – Benefit Map](#Appendix1).

| University goals[[1]](#footnote-2) | Contribution by this project |
| --- | --- |
| <Specific ACU Strategic Plan priorities or KPI’s, VC Annual Priorities, 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**[[2]](#footnote-3)** & measure | Best case | Projected | Worst case |
| <This comes directly from your Benefit Map.> |  | <Numeric value> |  |  |

|  |
| --- |
| Outcome is enabled by |

|  |  |  | Targeted future values | | |
| --- | --- | --- | --- | --- | --- |
| Objective | Output | Benefit & measure | Best case | Projected | Worst case |
| <These come directly from your Benefit Map.> |  |  | <Numeric value> |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| Total value of financial benefits ($) | | |  |  |  |

On approval of this Project Business Case, a Project Benefits Realisation Plan will be developed. 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 by the Executive Sponsor and key stakeholders for what the solution must have. These will inform the quality criteria to measure the performance of the project outputs.

| Quality expectation | Why required? |
| --- | --- |
| Conformity | <Mark only the “must have” attributes. Delete the rest from the list.> |
| Usability |  |
| Efficiency |  |
| Maintainability |  |
| Reusability |  |
| Flexibility |  |
| Reliability & accuracy |  |
| Portability |  |
| Security & auditability |  |
| Job impact |  |

1. Business change

The recommended solution will have the following impacts within staff, students and external parties and will be managed using business change management.

| Staff impacted | Impact category | Level of impact | Expected timeframe |
| --- | --- | --- | --- |
|  | [Awareness, Training, Process change, Role change] | [Low, medium, high] |  |
|  |  |  |  |

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

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

1. Risks

The following significant (high) risks have been identified and should be considered in the decision-making. If they eventuate, they will reduce the project’s ability to deliver or realise the resulting benefits.

1. Risks to project delivery

Risks which may impact the project’s ability to deliver successfully to the plan.

| Risk factor | Comment | Mitigation | Cost to mitigate |
| --- | --- | --- | --- |
| <Refer to the guide for a list of risk factors used.> |  |  |  |
|  |  |  |  |

1. Risks to benefits realisation

Risks which may impact the realisation of the benefits. The key focus is on the business change to ensure the project outputs result in sustained benefits.

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

1. Risk of not proceeding

Risks which 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, they will form the project baseline for the expected spending and potential revenue or other financial benefits.

<Copy below the ‘EXPECTED RETURN’ table from the Project Financial Model workbook > For Documents worksheet.>

Please refer to section [2. Alignment to priorities and outcome](#A2_Alignment_and_outcome) for a list of benefits, including any non-financial benefits.

A detailed breakdown of the financial figures is provided in [the](#Appendix2_Financial_Model) Project Financial Model workbook which accompanies this Project Business Case.

**Please note:** The expenses cover the direct contribution of resources to the project and any professional services and purchases made. They exclude all university overheads, such as Finance reviews, PPO support, or any services from HR, Service Central, OGC, faculty administration, etc.

1. Resources required

The project is anticipated to require the following resources (a high-level estimate). The details will be described in the Project Initiation Document and associated material. The senior stakeholders’ time is excluded from this estimate.

| Role | From where? | Engagement duration | FTE load |
| --- | --- | --- | --- |
| Business Change Manager | <Which team / directorate / faculty do they come from?> |  |  |
| Project Manager |  |  |  |
| Business Analyst |  |  |  |
| Subject matter experts | <Which teams / directorates / faculties do they come from?> |  |  |
| Delivery partners (internal) | <Which other ACU teams are engaged?> |  |  |
| Delivery partners (external) | <External suppliers engaged?> |  |  |

1. Milestones

The following milestones have been planned for the project. The key milestones are highlighted.  
A more detailed schedule will be 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 |  |
| **Output benefits measured** (first measure) |  |
| Project closed, Post-Implementation Review (PIR) approved |  |
| **Outcome benefits realised** (last measure, within 12 months from project) |  |

1. Dependencies

The project is expected to require the following input from or provide items to other projects. These dependencies will be further analysed during the Plan 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 is expected to have the following limitations to 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 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) |  |

<Add a diagram / organisational chart which illustrates the relationships between the stakeholders.>

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 – Title

Contents

1. ACU Strategic Plan 2023 is available through ACU public internet > About ACU > [Strategic Plan 2023](https://www.acu.edu.au/about-acu/acu-2023). KPI’s and VC Annual Priorities 2021 are available through OPSM > [Strategy page](https://myacu.sharepoint.com/sites/OPSM/Strategy). [↑](#footnote-ref-2)
2. Increase revenue, Reduce cost, Repurpose resources, Secure $ position, Improve student experience, Improve staff experience, Reputation. [↑](#footnote-ref-3)