



IIAP process update

Transition to a lean business case

Comparisons of templates

Version 1.0

Purpose

This document outlines the changes in content and requirements for the new ICT Investment Approval Process (IIAP) lean business case template. New lean templates were developed to focus on prioritising technical content as part of broader efforts to enhance the IIAP.

Introduction

Currently, second-pass business cases can be presented without the necessary discovery or readiness details to ensure project execution and success. Updated templates and guidance aim to support entities in better defining the *how* of each project so that essential discovery or readiness efforts are clear and can be assessed from the perspective of a successful delivery. Focusing details in these areas also limits the need for excessive documentation aiming to streamline business case development and focus attention in the critical areas for assessment and compliance.

The lean business case templates were developed following feedback and insights gathered from people with experience developing business cases subject to the IIAP and emphasise implementation details, providing a clearer roadmap for project execution and greater consistency in business case development and assessment. Guidance has also been redefined to include greater detail and examples of other projects, as well as how each section is assessed.

As part of feedback received, the DTA received requests for a document that could outline the differences between the former and new lean business case template.

Who this document is for

This document is for people authoring or developing business cases who wish to know the differences between the previous and current template.

Supporting documents

This document is part of a broader [toolkit](#) developed for entities in developing business cases. Other documents may assist you in understanding the IIAP and the business case process.

- [Lean business case template](#)
- [Lean business case canvas](#)

Outline of changes

The following section outlines update to each section of the business case template, defining the change and implication of the change on business case development and assessment.

The new approach provides more clarity for readers and decision makers with a more organised and systematic structure ensuring that information critical to the assessment of the second pass business case is presented in a logical sequence. This clarity benefits both readers and decision-makers.

Executive summary

This section should allow time-limited readers to get an overview of the proposed investment, costs, and benefits.

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|-----------------------------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------|
| Project summary | Executive summary | Update Streamlined to a succinct <i>elevator pitch</i> |
| Context and strategic alignment Policy context | Policy context | Update Broadened to include non-policy strategic or operational alignment. |
| Summary of benefits | N/A | New addition |
| Summary of costs | N/A | New addition |
| | Recommendations | Removed |
| | Summary of first pass business case | Removed |

Rationale for investment

This section intends to capture the qualification and quantification information to substantiate the information.

This section aims to gather the necessary details supported by quantitative evidence to support the approach presented.

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Problem statements | Business problem | Updated Formatted for clarity of requirements and clearer presentation of information. |
| High level capabilities | Proposed response | Updated Focuses entity on defining high level functional capabilities delivered by the ICT investment. |
| Benefits realisation | Benefits management plan | Updated Focuses information of identifying and quantifying the positive outcomes or improvements that the ICT investment will bring. Understanding and clearly articulating what gain or capabilities will be enhanced. |
| Options summary | Options summary | Updated Presentation of information tailored to focus the proposal on the preferred option. Options that were considered and disregarded should be summarised to provide an audit trail of decision making. |

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| User base & segmentation | | New Directing a focus on defining what user and user groups will benefit or be impacted by the proposed ICT investment. |
| Delivery capability | | New Addition of requirement to specify other in-flight projects at the agency/entity and their health status, and historical projects that serve as evidence of a track record for delivery. |
| | Outcome of first pass | Removed |
| | Changes since first pass | Removed |
| | Cost-benefit analysis | Removed |
| | Conclusion | Removed |

Implementation

Information has been improved to make it easier to understand enabling entities to demonstrate effectively planned programs, well-articulated requirements, designed solutions, risk management strategies, and governance practices.

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Program approach and status | Implementation approach | Updated Formatted for clarity focusing structure on provision of essential information that highlights the status of fundamental program deliverables and artefacts. |
| Program schedule | Project/program plan | Updated Updated to support entities to submit business cases and project plans regardless of methodology implemented. |
| Program resourcing | Human resource plan | Updated Formatted to focus on resourcing requirements, recruitment needed, and accountability for workforce direction. |
| Program governance functions | Governance and control | Updated Formatted to enhance structure and enable clearer presentation of information. |

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| Testing and validation | New Designed to help entities submit plans and schedules and ensure that a basic set of test plans has been created. |
| Review points | Review points No change |

Solution architecture design

This section requires the provision of clear technical documentation to help the DTA understand how requirements, solutions and benefits are connected.

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SAD diagrams | | New Outlines a list of required standard architecture diagrams. |
| Logic mapping | | New Guide for entities to map functional requirements to solution components |
| Solution components | | New A description for each solution component that can be assessed against project success measures. |
| Integration requirements | | New Requirement for entities to provide integration requirements list (inbound/outbound). |
| Reuse and AGA alignment | | New Requirement for entity to provide information about to provide information about AGA Domains and Capabilities, solution capabilities that are being reused, solution capabilities being made available for reuse, and reusable architecture patterns utilised. |

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| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Digital access standard alignment | | New Requirement to provide information that supports the DAS, capturing inventory and new digital services. |
| Technical debt | | New Provision of estimates that enable assessment of how investment in proposed project affects the amount of technical debt that already exists. |
| | Technical design report | Removed |

RAID management

RAID management seeks to enhance risk management by including additional aspects such as assumptions, issues, and dependencies, often vulnerable points in programs. It aims to define and address them to show how a project will be managed and kept on track.

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------|
| RAID register | N/A | New Requires submission of the current RAID register for the program. |
| RAID procedures | N/A | New Requires submission of procedures to manage RAIDs |
| | Risk analysis | Removed |

Procurement plan

This section has been simplified to concentrate solely on the strategy and execution. Previously, policy documents lacked specific details about which procurement actions should happen and when they should occur. This approach tightens the focus making it clearer for entities and assessors alike.

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Procurement strategy | N/A | New Requirement to provide a summary of overall approach to procurement for this investment. |
| Procurement scope | N/A | New Requirement to outline the procurement activity that needs to occur, the type of service, when it is required, and the relative cost to deliver the proposed project. |

Program budget

Dept of Finance retain oversight of costings, the template has been revised to extract key information for Contestability purposes.

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Basis for estimation | N/A | New Entities to outline basis for estimated cost including the level of cost validation completed, and the contingency required based on confidence in costs. |
| Whole of life costs | N/A | New Entities to provide context and specify the estimated costs of the proposed ICT investment as well as any past or future tranches. |
| Detailed costing | Detailed costing | Retained Agencies are required to complete the Dept of Finance costing template. |

Other

| Lean business case requirement (new) | Second pass business case requirement (old) | Change type |
|--------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Supporting documentation | Supporting documentation | New Entities requested to work with DTA to identify the supporting documentation that will be required to support business cases. This change in process is designed to limit the need for entities to complete reviews or provide irrelevant content. |
| | Organisational change plan | Removed |

Cyber security

Process changes to these have yet to be determined by the Department of Home Affairs.

These requirements will be updated in future iterations of the IIAP.