dta

Lean business case template and guidance

ICT Investment Approval Process

Version 1.5

Digital Transformation Agency

Contents

Introduction

As part of its contribution support the Data and Digital Government Strategy, the DTA has committed to constant evaluation and improvement of the ICT Investment Approval Process (IIAP). This includes improving how investment policy, process and products support the needs of the agencies to meet the government's expectations on how large and risky investments are planned. It contributes to long term digital planning prior to an investment decision.

This iteration (V1.5) of the business case template with built-in guidance is based on engagement and research activities managed by the DTA between January and March 2024. This research considered:

- current user experience with the existing business case products

- learnings from several major investments since the inception of the IIAP

- policy changes since the creation of the ICT Investment Oversight Framework.

The research found that the existing business template and guidance could provide simpler, more prescriptive guidance and examples

to streamline the work required by agencies. Based on this feedback, this edition has the following refinements to support agencies develop business cases:

- It has clear **minimum performance and evidence criteria** for the core, including responses sizes.

- It is intended to **reduce the work needed to be undertaken or sourced** by agencies to complete a business case and provide support to agencies in developing their business cases.

- Incorporates **examples**, **helpful links** and for the first time and easy to navigate **web-based version** through our digital.gov.au domain.

- Pass through integration with assurance created to support the Assurance Framework for Digital and ICT Investments and the Benefits Management Policy, meaning agencies only need to **complete one set of artifacts** as part of the business case.

- Integrated first and second pass templates that differentiate between the level of evidence required at each stage.

We encourage you to check our website regularly for updates or send us feedback through investment@dta.gov.au. Further information on the IIAP is on the Digital Transformation Agency (DTA) website.

Who this document is for

New Digital Practitioners

This guide can help APS staff looking to uplift their understanding of base digital project planning strategies, policies, and guidance.

Moderately Experienced Digital Practitioners

This guide can support these practitioners to deliver an appropriate business case to promote an internal investment, or a quality draft for DTA consideration under the IIAP.

Significantly Experienced ICT Project Managers

This guide will support these practitioners bring forward a fully formed and robust business case for costly and high risk digital investments that will require significant planning, assessment and assurance.

This business case guide is designed to not only facilitate the assessment component of the IIAP, but to also provide capability uplift for any digital practitioner.

Supporting Toolkit

This document is part of a broader toolkit to support agencies develop business cases. It is also available as an eToolkit.

The toolkit also includes:

- Investment canvas

- Good practice guidelines on Solution Design

- Good practice guidelines on Requirements

- Business case journey map

- Transition to a lean business case – comparison of templates

A business case is an opportunity

A business case is a formal framework used to explain to the need to start an initiative. It gives decision-makers a clear understanding of the problem to be solved and offers practical solutions. Business cases should be a mandatory tool in managing digital and ICT initiatives. They should give readers confidence that the recommended solution has undergone rigorous analysis and is the best option to achieve your objectives and intended outcomes.

Projects can struggle to deliver against cost targets, deadlines and expected benefits[1]. Business cases can facilitate measurement and the ongoing viability of a project and should be continually updated throughout the development and decision-making process to include the best information available, while considering whole-of-life cycle considerations.[2]

Business cases are evaluated to ensure the following high level objectives. These objectives are mentioned throughout this document, with the relevant icons provided for easy reference.

The investment has **value, importance and relevance**

The proposed solutions **are fit for purpose**

The implementation will **be properly managed**

The organisation has the **capability to deliver the benefits**

The organisation's resources are working on the **highest value opportunities**

Initiatives with inter-dependencies are **undertaken in the optimum sequence**.

1   https://www.dta.gov.au/sites/default/files/2023-01/OECD%20Business%20Case%20Playbook%20%20ELeaders%20October%202020.pdf

2   https://www.finance.gov.au/government/commonwealth-investment-framework/commonwealth-investments-toolkit/developing-business-case

Business case types

Digital and ICT-enabled proposals subject to the IIAP go through a two-stage approval process. At each stage of approval, agencies must develop a separate business case. This ensures that Cabinet has sufficient information about the proposal to make an informed investment decision.

The process is designed to be flexible to cater for diverse types and complexities of ICT enabled proposals. This staged process is presented in Figure 1.

The purpose of a second pass business case is to build further detail on the option(s) agreed by Cabinet to enable an informed final decision on the investment. The second pass business case will contain detailed requirements, solution design, risk mitigation, detailed cost estimates, and appropriate funding options. You will develop a business case for the ICT option/s that received in-principal approval at the first pass.
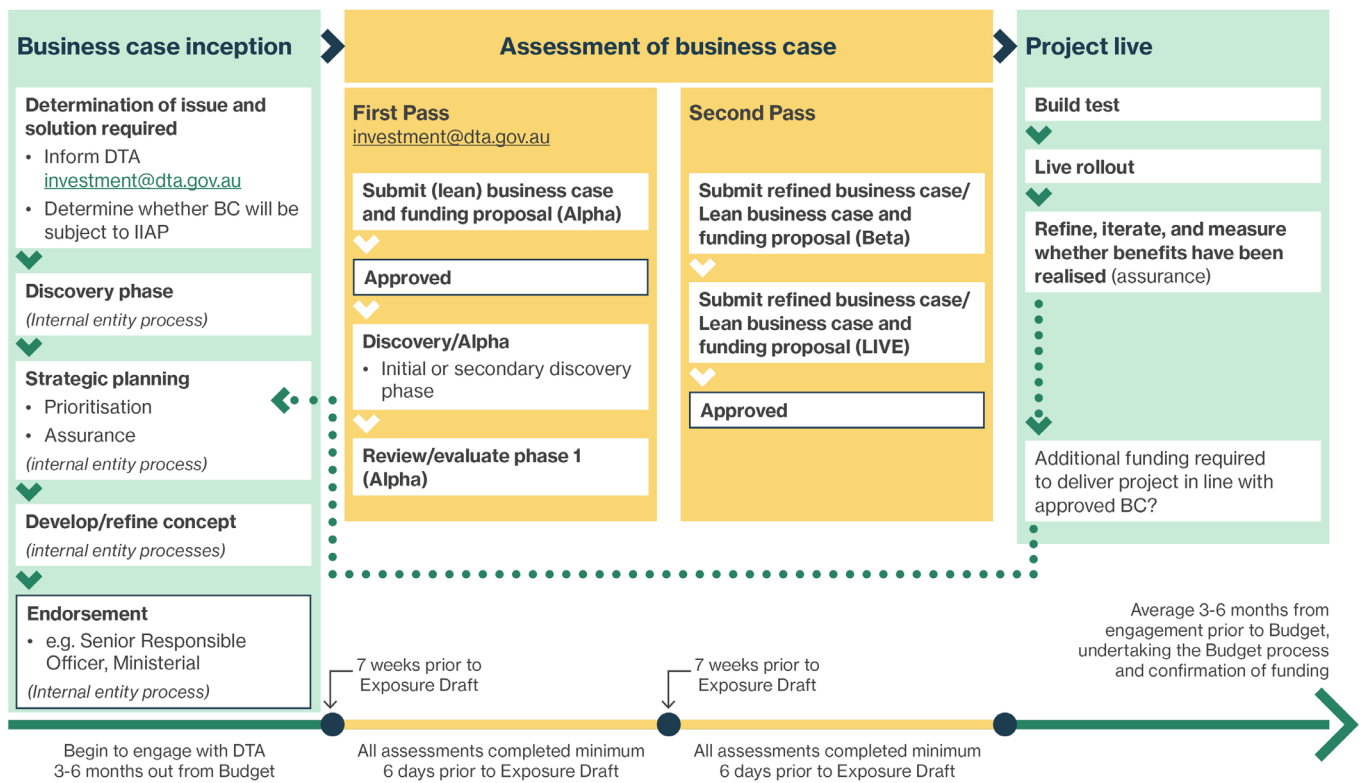

Figure 1: Interacting with the ICT Investment Approval Process

First pass

A first pass business case provides Cabinet with its first opportunity to consider your investment proposal. The purpose of a first pass business case is to provide a sufficient level of information on the benefits, costs, risks and range of digital and ICT implementation options for a proposal to enable an informed in-principle decision on the investment.

The first pass business case includes:

A clear strategic narrative that demonstrates business needs are aligned with policy objectives, underpinned by well-considered use of digital and ICT.

Realistic digital and ICT options to deliver the outcomes of the proposal and strategies to manage associated risks (including interim assurance), which can each be realistically implemented by Cabinet approval and further addressed at the second pass.

An indicative cost estimate over the lifetime of the project, benefits (financial and non-financial), and an indicative schedule for each option.

Second pass

The steps to develop a second pass business case are like that of a first pass but require greater rigour and assurance. This is expected in the areas of requirements, design, delivery approach, cost, benefits, risk, and scheduling.

You will fully develop a business case for the ICT option/s that received in-principal approval at the first pass. The purpose of a second pass business case is to build further detail on the option(s) agreed upon by Cabinet to enable an informed final decision on the investment. The second pass business case will contain detailed requirements, solution design, risk mitigation, detailed cost estimates, and appropriate funding options.

In addition to the provision of evidence that demonstrates effective planning, consideration and consultation for successful implementation has been undertaken. Once you have developed your second pass business case, your Minister will seek Cabinet's agreement to proceed with the proposal.

The second pass business case includes:

Sufficient detail to inform Cabinet decision-making on what solutions will be delivered, the delivery schedule, the implementation method, benefits and the realisation schedule, risks and mitigation strategies, and monitoring and reporting arrangements that will support implementation.

A detailed cost estimate based on:

- Rigorous planning of required digital and ICT infrastructure, applications and support.

- A combination of one or more methods such as proofs of concept approaches to market (if available), external expert advice, other similar domestic and or overseas implementation, and independent market assessments.

- Addresses the development and procurement of the proposal by detailing how each digital and ICT option could be acquired and delivered to deliver capability and benefits with reduced risk.

Detail on governance, which must specify:

- how progress will be monitored and measured

- how emerging risks will be addressed

- when regular progress reports will be provided to the government

- the assurance activities that you have agreed with the DTA, which will be applied to the proposal, such as Gateway Reviews.

If the plan for implementation leaves too much residual uncertainty, consider reducing the scope of the second pass business case to a level where this uncertainty can be properly managed.

Combined pass

In some circumstances, the relevant portfolio Minister may seek agreement from the Prime Minister or Cabinet to bring forward a second pass business case for Government consideration without first bringing forward a separate first pass business case. These circumstances may include:

- when there is a clear and urgent business need for investment

- when rapid implementation is needed and/or

- when there is only one workable implementation option or a number of highly developed implementation options.

The supporting business case must meet the requirements for a second pass business case.

Preparing business cases for ICT investments

The business case process should not just be viewed as a document to secure authority and funding. Business cases can help you effectively plan for project success.

Authoring a quality business case

Below are the 5 principles for developing quality business case.

1 **Keep your arguments powerful and to the point.** A quality business case should provide the reader with answers to critical questions: They should be easy to comprehend by both technical and non-technical stakeholders and provide the necessary information to deliver a successful ICT program.

2 **Consider uncertainty and how you will address it.** The contestability review process focuses on how program governance will effectively manage uncertainty. You must keep this in mind when developing your business case and provide evidence of good practice.

3 **Know the value proposition of your proposed investment.** Make direct correlations between your benefits and problem statements and how you intend to solve important issues. This correlation indicates the return on investment or the value proposition for the investment.

4 **Logical and sound implementation.** If your business case is to seek investment for implementation, you need to provide a comprehensive delivery plan that demonstrates a logical and sound approach to ensure the intended benefit of the investment can be realised.

5 **Consider relational aspects of your project.** The business case process helps to ensure that planning, requirements elicitation, design and cost validation efforts are in a complete state. Each part of the business case does not stand by itself. When developing the business case, you should be aware of the relational aspects of the proposed investment and how each section of the business case and planning works together. For example, developing fit for purpose requirements are central to the success of any project.

Whole-of-government standards and policies

In developing your business cases, you must consider how your proposal aligns with whole-of-government ICT standards and policies. You should contact your Chief Finance Officer (CFO) unit to ensure that you are aware of and comply with current Department of Finance Estimates Memorandums covering the Budget Process Operational Rules. You will also need to provide your business case to the Department of Finance to facilitate the costing process and ensure that costs can be agreed upon in a timely manner.

Submitting your business case

Submit your business case to the DTA by emailing investment@dta.gov.au.

Feedback on your business case

By engaging as soon as you are drafting a business case, you will be able to receive early advice and help streamline the review process. You will be provided with feedback and guidance about any refinements or changes that may be necessary to ensure your business case meets IIAP requirements and provides Cabinet with the best information possible to support its decision. This may result in multiple draft business cases being submitted for review prior to finalisation.

Feedback is provided both formally and informally. This includes feedback provided through a standard feedback template which outlines actions required to mature your business case. DTA investment advisors support written feedback with verbal feedback to ensure you understand the next steps in finalising your business case.
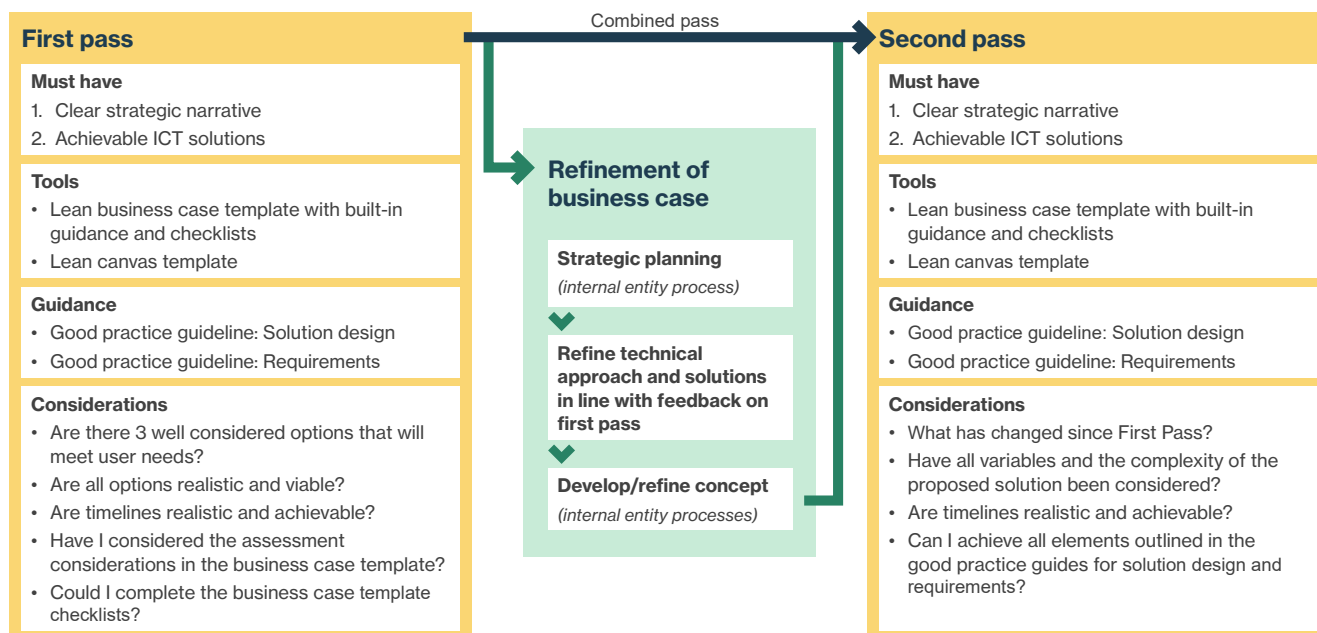

Figure 2: First and second pass business case journey

Tip: Many ICT programs fail in terms of budget, time, or benefits realisation. When developing business cases, it can be easy to have optimism bias towards your project. This should be front of mind when developing the implementation approach for the proposal and managing risk.

How to use this document

> **Tip:** Read all sections of this template so you know what to expect.
> This document aims to ensure quality and effective business cases are developed
> by providing guidance and structure. This document is provided in a PDF format to
> support the concise and specific inclusion of information required. A Microsoft Word template
> is available for accessibility purposes if required.

Identifying pass requirements

This document supports both first and second pass business cases. **Sections 3-9 are mandatory sections for second and combined pass business cases.**

For **first pass business cases**, when completing these sections, the expectation is that high level details such as high level functional requirements, conceptual solution designs or additional details such as risk and procurement information are available. You should include whatever information is available relative to those sections of the business case as part of your first pass process.

Identifying pass requirements

Throughout the template, mandatory sections for both first and second pass business cases are labelled with the following icons.
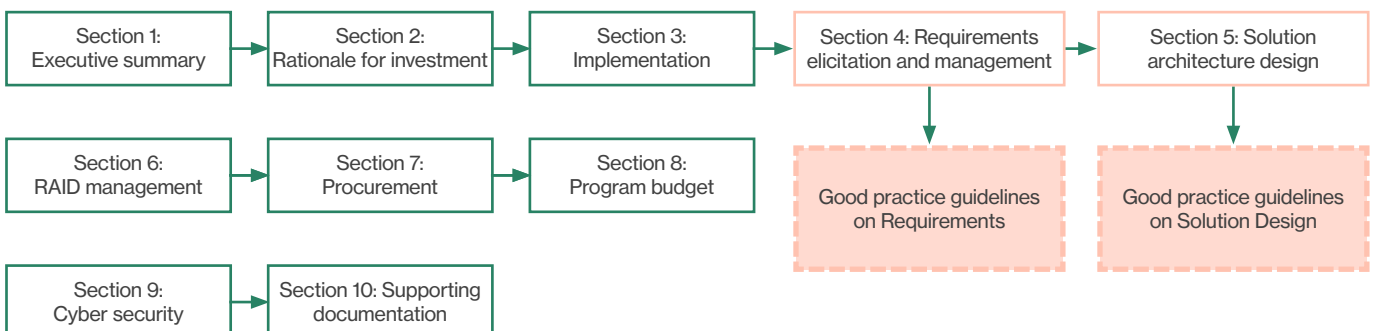
1st   **2**nd
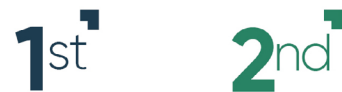
Document map

Figure 3: Document map

This document has templates and guidance in each section. Sections 4 and 5 have supplementary good practice guides available. Additional practitioner guides are in development for other sections. Figure 3 shows a mapping to use when developing your business case.

Examples

Examples have been provided within this document to assist you in developing your business case. They are indicative samples to show the minimum requirements in line with the template and the assessment requirements. The examples provided should be used as a guide only and have been developed in the context of a second pass business case which requires a greater level of detail than a first pass. Your project will have its own specific outcomes and objectives, which you will need to list.

The examples do not form a real-life business case and have been built based on a constructed use case. The diagrams and tables have been developed using agnostic branding.

Mandatory and suggested attachments

The guidance in this document includes two types of suggested attachments.

Mandatory attachments are attachments that are required to be submitted with your business case and form part of the assessment.

Suggested attachments may be included by agencies to provide further context for sections of the business case. This includes supporting documents that contain specific and pertinent information on how you intend to deliver the investment. Internal agency policy or standard documents or frameworks are not required, but may be requested by an investment advisor to validate areas of uncertainty.

Investment canvas

An investment canvas is a separate template that provides a concise one-page summary to support your business case and demonstrate the maturity of its status. It highlights key responses from your business case to demonstrate an overall assessment of the investment planning maturity. Using the canvas as an engagement template with the DTA will be a useful discussion tool, and provide valuable reference for senior executive or stakeholders who do not have the capacity to read an entire business case.

Investment canvas

Project name

Problem statements
Business case section 2

1.

2.

3.

Functional requirements
Business case section 4

1.

2.

3.

Est # user stores/Requirements

Benefits
Business case section 2

1.

2.

3.

Timeline
Business case section 3

This phase and whole of program life:

Reuse
Business case section 5

Existing capabilities reused

Capabilities being made available for reuse

AGA domain and capabilities
Business case section 2

Capability 1:

Capability 2:

Capability 3:

High level solution
Business case section 5

Key components/technologies
(include Concept Diagram as an attachment)

☐ SAAS/Configuration only solutions

☐ Configuration/customisation

☐ Bespoke development

Integration
# of internal interfaces:
# of external interfaces:

Resourcing
Business case section 3

# of resources required

Source
☐ Internal
☐ External

Workforce direction
☐ Internal direct only
☐ External directed full/partial
☐ Fully outsourced

Risks inventory
Business case section 6

# of risks identified

Top 3 risks
1.

2.

3.

Other programs
# of in-flight programs:
in escalations protocols:

Implementation planning
Business case sections 3, 6, 7, 8

Methodology
☐ Agile
☐ Waterfall
☐ Hybrid/Other

Planning status
☐ Reqts or MVP Baselined
☐ SAD
☐ Project/Sprint Plan Baselined
☐ RAID
☐ Procurement Plan
☐ Costing spreadsheet
☐ Assurance Plan

Budget
Business case section 8

Standalone investment/current phase
Implementation

Sustainment

Program Whole of Life estimate (if multi-phase)

Figure 4: Image of the investment canvas template

Section 1 guidance:
Executive summary

Section checklist

Actions:

Identified all parties authorised to endorse the business case. You will need to ensure they provide endorsement prior to submitting the business case.

Included or attached a context diagram.

Completed tables 5–9.

Completed the following sections of the template:

Summary of benefits

Summary of costs

Preferred option

Sustainment costs (segmented)

Summary cost vs benefit analysis

Why this section is important

Purpose and relevance

This section provides the reader with a clear picture of the proposed investment and what benefits it will provide. It is important to make a compelling case for investment in as few words as possible.

What to include in this section

Think of this section as an 'elevator pitch'. By being concise in this section, you help the reader to efficiently understand the investment and its benefits.

It will likely be the last section that is written, as it requires a summary of information from other areas of the business case.

How this section is assessed

This section will be assessed on the ability of the summary to provide a clear picture of the proposed investment and what benefits it will provide. The DTA must be sufficiently assured that there is a clear outline of the proposed benefit and the benefits it will provide.

Mandatory attachments

Include a context diagram from section 4 (Solution Design) of your business case.

Suggested attachments

There are no further suggested attachments for this section.

Further guidance and resources

The Good Practice Guidelines on Solution Design includes information on solution design, which is relevant to developing your context diagram.

Example

This is an example of an executive summary.

Table 1: Project summary

Modernising Roadworks: A Map-Based Federal Register for Efficiency and Transparency

The current roadworks management landscape, characterised by paper-based applications and siloed data, faces hurdles in efficiency and transparency. This business case outlines a strategic investment in a modernised centralised Federal Roadworks Register to resolve current logistical and administrative challenges, reduce traffic disruption for commuters, deliver faster approvals, enhance collaboration between federal, state, and local authorities, and deliver data-driven insights to support future enhancements to the management of federal roads.

Context and strategic alignment

Table 2: Context and strategic alignment

The proposed map-based Federal Roadworks Register surpasses providing a simple user experience upgrade. It intends to deliver an interactive ecosystem where companies, councils, state, and federal government agencies seamlessly navigate roadworks management by providing the capability to submit roadworks applications, track progress, and access real-time updates through an intuitive case management and map interface.

This business case aligns with the government's intention to create efficiencies in shared local, state and federal infrastructure by providing capabilities that enhance collaboration with stakeholders across jurisdictions.

This initiative also contributes to broader government goals of digital transformation and infrastructure development.

A pilot program was conducted in 2023 to align local, state, and federal roadworks authorities at a procedural level. This pilot did not deliver ICT integration capability but provided evidence of procedural improvement and an appetite for collaboration between authorities. A key finding was that ICT integration capability is more fundamental to realising benefits than previously thought.

The scope of this investment is deliberately focused on delivering the core infrastructure to integrate local, state, and federal capabilities for managing impacts on federal roads. Based on the success of the investment, potential future phases may transpire seeking to offer data integration with third parties for traffic management and public assistance (e.g. Google Maps, SatNav, Council planning and notifications).

This is not just about improving individual experiences; it is about paving the way for a truly interconnected and data-driven roadworks ecosystem for the benefit of all stakeholders.
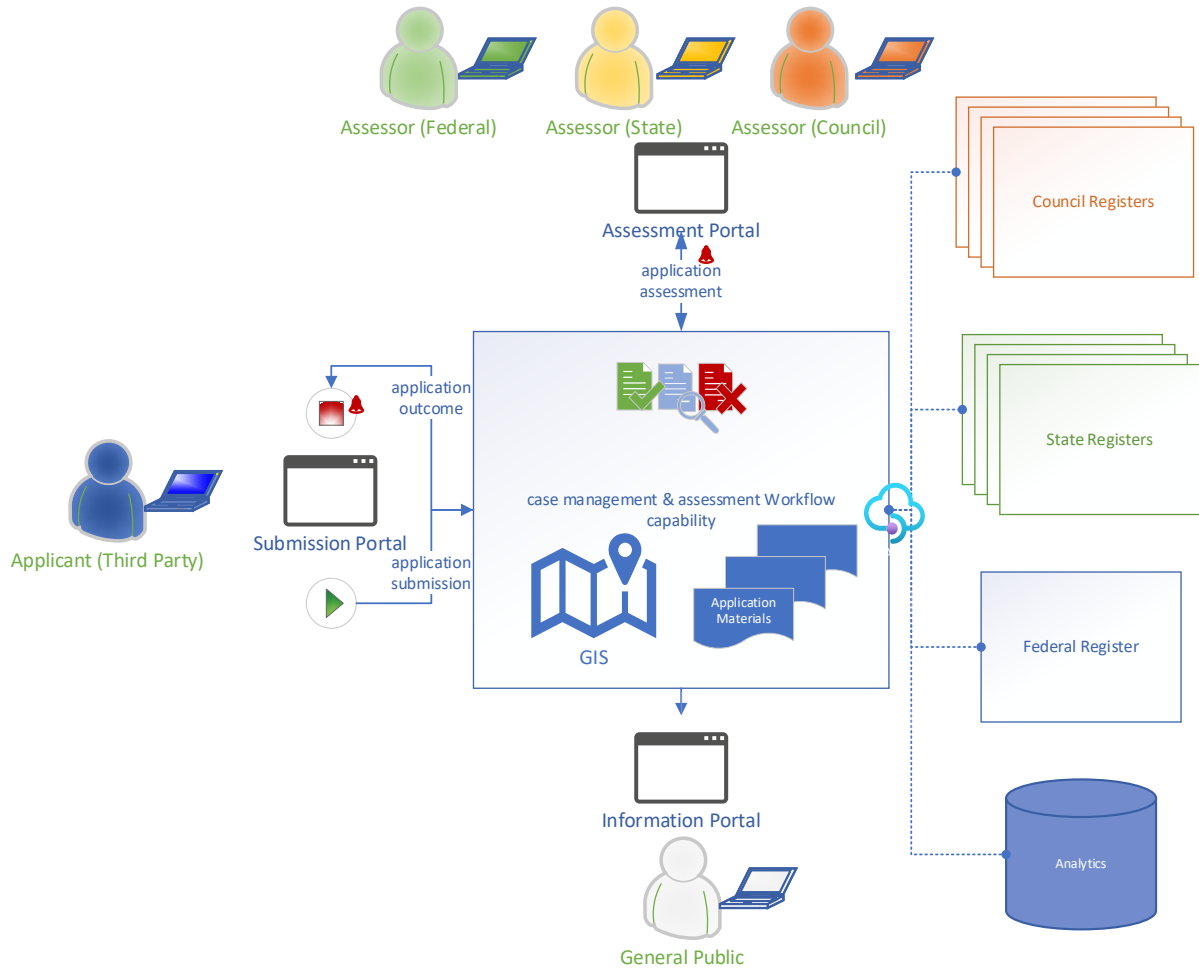
Context diagram

Figure 5: Context diagram

This diagram is an indicative diagram and has been created to show a sample of what a context diagram could look like. Your project will have its own unique context diagram, including utilising relevant agency branding guidelines.

Summary of benefits

Table 3: Summary of benefits

Benefit	Measurement	Description
Reduced application processing time	Average application approval time was reduced from 30 business days to 15 business days.	Quantifies the expected reduction in processing time based on the new digital workflows. This efficiency results in time and cost savings for all stakeholders.
Streamlined interoperability between state and federal agencies	Estimated cost reduction of 20 per cent ($100 m) annually at federal level.	Cost reduction due to improved coordination and planning activities authorities.
Reduced traffic congestion	Estimated reduction in traffic congestion during peak periods by 15 per cent.	Traffic congestion is reduced to more efficient and effective coordination between authorities.

Summary of costs

Table 4: Summary of costs

Option	Implementation costs	Sustainment costs
Option 2 – Case Management and Workflow, External Register APIs, and Portal capabilities.	$50 m over 18 months	$19 m over 10 years

Section 1 template: Executive summary

1st
2nd

Authorisation

Table 5: Business case authorisation

Position	Description of role	Name
Senior Responsible Officer (SRO)		
Chief Technology Officer (CTO)		
Chief Financial Officer (CFO)		
Chief Operating Officer (COO)		

Executive summary

Table 6: Project summary

Context and strategic alignment

Table 7: Strategic alignment

Summary of benefits

Table 8: Strategic alignment

Benefit	Measurement	Description

Summary of costs

Using this template

Provide high level costings for the preferred option, including segmented implementation and sustainment costs (including length of time for sustainment).

Table 9: Summary of costs

Option	Implementation costs	Sustainment costs
Preferred option		

Section 2 guidance:
Rationale for investment

Section checklist

Actions:

Read and understood the Benefits Management Policy and guides and tools available on the DTA website

Completed and attached the required documents in line with the Benefits Management Standard

Completed tables 18–25

Completed the following sections of the template:

Problem statements

High level functional capabilities

Benefits realisation

User base and segmentation

Options summary

Delivery capability

Critical dependencies

Why this section is important

Highest value opportunities and benefits realisation

This section highlights the highest value opportunities and benefits realisation. The purpose of an investment is to deliver benefits and contribute towards strategic objectives. This section provides the reader with demonstrated sound benefits management approaches and the expected benefits prior to an investment decision.

Understanding the problem statements and options for solving or presenting them is key for making an investment decision. Options can reflect different delivery timeframes and delivery scopes.

What to include in this section

Please refer to the Benefits Management Standard and the tools and guidance for details regarding what information is required.

How this section is assessed

To ensure investment benefits are realised and to inform government decision-making, business cases must demonstrate sound benefits management approaches and clearly articulate expected benefits prior to an investment decision. There are 4 criteria in the DTA's Benefits Management Standard:

Criterion 1: The proposal has documented benefit dependencies and how individual benefits contribute towards strategic objectives.

Criterion 2: The proposal has identified specific and measurable benefits and documented baseline and target measures.

Criterion 3: The proposal details fit for purpose governance arrangements that incorporate benefits management.

Criterion 4: The proposal is supported by a suitable Benefits Realisation Plan.

The Benefit Management Standard is available on the DTA's website to understand how you will be further assessed.

Mandatory attachments

Attach a copy of the required documents as outlined in the Benefits Management Standard. The tools and templates are provided to assist agencies.

Suggested attachments

Options analysis paper for first pass business cases.

Further guidance and resources

Benefits Management guidance and tools.

Example

This is an example of a completed **rationale for** investment section. Additional guides and tools to support development of this section are available on the DTA's website as part of the Benefits Management Standard.

Problem statements

Table 10: Problem statements

Problem statement	Measurement	Contingency/consequence of doing nothing
Traffic disruption due to poorly coordinated roadworks.	Delays add 15 minutes to the average commute time in metropolitan areas due to traffic congestion.	Continued delays and increased costs for all stakeholders.
Lack of a single data standard for roadwork management between all levels of government.	Inefficiencies add an average of 8 days to processing times for applications.	Continued inefficiencies and lack of coordination among authorities.
Infrastructure project delays due to inefficient coordination between roadwork authorities.	Inefficiencies add an average of 20% to the budget of infrastructure projects for federal roads.	Continue to incur additional costs due to inefficiencies.
Limited public visibility of roadworks progress.	Survey data reveals public trust in major infrastructure projects is rated as "very low" (1 out of 5). Respondents were generally unable to identify successful projects.	Continued frustration and lack of trust among the public.
Traffic disruption due to poorly coordinated roadworks.	Delays add 15 minutes to the average commute time in metropolitan areas due to traffic congestion.	Continued delays and increased costs for all stakeholders.

High level functional capabilities

Table 11: High level functional capabilities

Functional capability	Description	Solution
Submission Portal	A portal for companies and councils to submit roadworks applications.	Web-based portal with secure login and application submission form.
Assessment Portal	A portal for federal, state, and local authorities to assess roadworks applications.	Web-based portal with secure login and application assessment form.
Case management and workflow	A system for managing roadworks applications and tracking progress.	Customisable workflow management system with real-time updates.
Data sharing and integration with state and local council roadworks registers	A system for sharing and integrating data between federal, state, and local roadworks registers.	API-based data sharing and integration system.
Data analytics	A system for analysing roadworks data to support decision-making and development of future initiatives. Customisable data analytics platform with real-time reporting.	Customisable data analytics platform with real-time reporting.

User base and segmentation

Table 12: User base and segmentation

Segment/ cohort	Description	Est # users	Additional details
Federal agencies	Federal agencies responsible for roadworks management.	1000	Core users of the platform. 5 Role types identified.
State and local agencies	State and local agencies responsible for roadworks management.	5000	Core users of the platform. 5 Role types identified.
Roadworks applicants	Parties seeking approval for Roadworks.	10000	Incidental users. 3 Role types identified.
General public	Commuters or third parties seeking information regarding federal roads (e.g. traffic disruption).	100000	Incidental users. 1 role type required.

Options summary

Table 13: Options summary

Preferred option	Option 2 – Case Management and Workflow, External Register APIs, and Portal capabilities.
Benefits	Reduced Application Processing Time - Average application approval time reduced from 30 business days to 15 business days. Streamlined interoperability between state and federal agencies - Estimated cost reduction of 20% ($100m) annually at the federal level. Reduced traffic congestion - Estimated reduction in traffic congestion during peak periods by 15%.
Timescale	Implementation Phase: 18 months Est. Life of Solution: 10 years (conservative estimate), 15 years (moderate)
Cost	Implementation Cost: $50m over 18 months Sustainment Cost over Life of Solution: $19m over 10 years
Risks	Integration: challenges in integrating the new system with existing systems and data sources at the federal, state, and local council level. Resourcing: challenges in securing the necessary resources, including personnel and funding, to successfully implement the program. Technology: challenges in implementing the technology, including potential issues with system performance, reliability, and security.

Table 14: Non-preferred option summary

Non-preferred Option/s	Option 1 – Standalone Case Management and Workflow, Assessment and Submission Portals (non-integrated solution)
Benefits	Reduced Application Processing Time - Average application approval time reduced from 30 business days to 22 business days. Streamlined interoperability between state and federal agencies - Estimated cost reduction of 10% ($50m) annually at federal level. Reduced traffic congestion - Estimated reduction in traffic congestion during peak periods by 10%.
Timescale	Implementation Phase: 12 months Est. Life of Solution: 10 years (conservative estimate), 15 years (moderate)
Cost	Implementation Cost: $35m over 12 months Sustainment Cost over Life of Solution: $14m over 10 years
Risks	User Experience/ROI: non-integrated solution creating friction in user experiences resulting in a lack of take-up of solutions. Resourcing: challenges in securing the necessary resources, including personnel and funding, to successfully implement the program. Technology: challenges in implementing the technology, including potential issues with system performance, reliability, and security.
Rationale for exclusion	Limited return on investment/benefits realisation with a non-integrated solution (API) that enables connectivity or pass-through of data between federal, state, and local registries.

Delivery capability

Table 15: Delivery capability

Project name	Dependency/ impact	Timeline	Status	Escalations (Y/N)
Enterprise Service Bus V1	Data exchange and integration capability	Jan 24 – Dec 25	Green	☐ Y ☐ N
CRM implementation	Technology resources	Jan 22 – Dec 26	Red	☐ Y ☐ N

Table 16: Other relevant programs previously delivered by the agency

Project name	Description	Timeline	Budget ($m)	Outcomes
Roadworks Data Analytics Initiative	Implementation of baseline data analytics platform for management of federal roads.	Jan 24 – Dec 24	$20	☐ On time ☐ On budget ☐ Benefits realised
National Roadworks Coordination Pilot	Non-ICT/Non-Integrated pilot program for greater coordination of roadworks management between local, state, and federal authorities.	Dec 23 – Nov 24	$4	☐ On time ☐ On budget ☐ Benefits realised

Critical dependencies

Table 17: Critical dependencies

Dependency description	Impact	Mitigation	Contingency
User adoption	Failure to achieve user adoption could result in reduced benefits realisation.	Develop a comprehensive change and communication program, including focus groups, user testing, and feedback mechanisms. Marketing Campaigns and promotional activities will be essential in driving user adoption.	Existing mechanisms are planned to remain in place for 2-3 years as a parallel pathway. This period could be reduced or extended to drive users to the new solution.
Data integration with local and state roadworks registers	Reduced efficiency and coordination due to incomplete data sets or fragmentation of information.	Engagement with local and state authorities commenced 2 years ago and will continue. Findings of existing federal Enterprise Service Bus have been shared, and many authorities have already commenced their projects in readiness for the integrated federal register.	Do nothing: existing inefficiencies remain.
Resource availability	Challenges in securing necessary resources could adversely impact the delivery of the program from a time, budget, or benefits realisation perspective.	Resource planning has commenced, including engagement across APS and State Public Services, including EOIs, to develop a merit list of secondment candidates, external non-ongoing labour hire, implementation vendor resources, and day-rate contractors.	Increase the number of resources provided by implementation partners.

Section 2 template: Rationale for investment

Using this section of the template

This section of the template includes guidance and editable tables for you to complete the rationale for investment section of the lean business case template. Complete all sections of the template. These sections are what your business case will be assessed against. See Section 2 guidance: Rationale for investment for further information on how this section of the business case will be assessed.

The preferred option is genuine and achievable and other discounted options detail why they have not been selected.

Problem statements

Using the template

Include the top 5 to 10 problem statements that the proposed investment aims to mitigate. These statements provide the rationale for ICT investment. Quantifying problem statements with measurements where possible helps the reader understand the context and scale of problems. You need to be able to link benefits to problem statements.

Where relevant, include a brief impact statement outlining the consequences of doing nothing to address the problem statement. Where practical, these problems should be measurable. Include impacts of 'doing nothing' scenarios and any current or prospective contingencies.

Table 18: Problem statements

Problem statement	Measurement	Contingency/consequence of doing nothing

High level functional capabilities

Table 19: High level functional capabilities

Functional capability	Description	Solution

User base and segmentation

Table 20: User base and segmentation

Segment/cohort	Description	Est # users	Additional details
Segment 1			
Segment 2			
Segment 3			
Segment 4			
Segment 5			

Options summary

Table 21: Options summary

Preferred option	
Benefits	
Timescale	
Cost	
Risks	

Table 22: Non-preferred options summary

Non-preferred option	
Benefits	
Timescale	
Cost	
Risks	
Rationale for exclusion	

Delivery capability

Table 23: Delivery capability

Project name	Dependency/ impact	Timeline	Current status	Escalations
				Y N
				Y N

Table 24: Other relevant programs previously delivered by the agency

Project name	Description	Timeline	Budget ($m)	Outcomes
				On time On budget Benefits realised
				On time On budget Benefits realised

Critical dependencies

Table 25: Critical dependencies

Dependency description	Impact	Mitigation	Contingency

Benefits

Using this template

Attach your completed documents in line with the Benefits Management Standard and the guidance, tools and templates provided. Include the appendix number and title of the document to support your business case.

Appendix number	Title

Section 3 guidance: Implementation

Section checklist

Actions:

Read and understand the Assurance Framework for Digital and ICT-enabled Investments

Complete an Assurance Plan

Attach a detailed program schedule

Complete tables 31–37

Completed the following sections:

Program approach and status

Program schedule

Program resourcing

Testing and validation

Review points

Why this section is important

Properly managed and sequenced

This section allows the reader to ensure that the implementation is properly managed and sequenced.

Outlining your implementation methodology allows the reader to validate that the project has developed an effective plan to deliver the proposed investment and manage project uncertainty and risk.

This section provides you and government with a degree of delivery assurance. While assurance is not in itself responsible for delivering outcomes, effective risk management and assurance are critical to good governance and ensuring investments deliver expected outcomes.

What to include in this section

You will be required to provide a detailed program schedule, the project methodology, and details regarding how it is intended to be executed. Some information such as schedules, will be provided as a separate attachment which can be provided in formats that align to your organisations project management framework. Some general guidelines are provided within the template to assist you in considering the best methodology, delivery approach, and documentation formats.

You are also required to provide an assurance plan. You will also need to work closely with the DTA to meet the requirements for assurance planning and implementation set out in the Assurance Framework.

How this section is assessed

The expectation is that all programs will adopt a risk-based approach to implementation planning and provide evidence of this to the DTA. The DTA will determine a risk profile for the investment and validate the approach on a relative risk basis.

In assessing this section, the DTA must also be sufficiently assured that a risk-based approach to testing has been undertaken and evidence of this is provided.

The Assurance Framework for Digital and ICT-enabled Investments forms part of assessment.

Mandatory attachments

• Detailed program schedule

• Assurance plan as defined by the Assurance Framework for Digital and ICT investments.

Suggested attachments

• If this template does not provide enough sufficient space for you to include critical details, you may want to attach an implementation plan or project management plan. These can be listed in Section 10.

Further guidance and resources

• The DTA's Assurance Framework

• A Good Practice Guideline on Project Management and Governance is currently being developed by the DTA.

Example

This is an example of a completed implementation section.

Table 26: Program approach and status

Implementation methodology	Description
☐ Waterfall ☐ Agile ☐ Hybrid ☐ Other	The program intends to follow a Prince 2/Waterfall SDLC methodology due to the complexity of user requirements. The phases of the program shall be as follows: Requirements Elicitation, Solution Analysis and Design, Implementation (Solution Build and/or Configuration), Testing, Deployment, BAU Integration and Maintenance. The program has successfully completed the Requirements and Design phases and has made market approaches to validate technical solutions and costings. Once funding has been secured, the program intends to commence readiness activities for Implementation.

Status of activities (Waterfall/Hybrid)	Status			Completion Date
Program Management Office	☐ Not Started	☐ In Progress	☐ Complete	15/02/2024
Program Resourcing Plan	☐ Not Started	☐ In Progress	☐ Complete	28/02/2024
Program Resources Assigned	☐ Not Started	☐ In Progress	☐ Complete	01/07/2024
Program Schedule/WBS	☐ Not Started	☐ In Progress	☐ Complete	28/02/2024
Functional Requirements	☐ Not Started	☐ In Progress	☐ Complete	31/01/2024
Non-Functional Requirements	☐ Not Started	☐ In Progress	☐ Complete	31/01/2024
Solution Architecture Design	☐ Not Started	☐ In Progress	☐ Complete	28/02/2024
Test Plans	☐ Not Started	☐ In Progress	☐ Complete	31/03/2024
Procurement Plan	☐ Not Started	☐ In Progress	☐ Complete	15/04/2024
RAID Register	☐ Not Started	☐ In Progress	☐ Complete	01/07/2024
Cost Validation	☐ Not Started	☐ In Progress	☐ Complete	15/05/2024

Program resourcing

Table 27: Program resourcing

Program Role	Responsibilities	FTE	Duration	Status
Program Director	Overall program management and delivery accountability	1	18 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Delivery Stream Lead	Day-to-day workstream leadership for each team	6	18 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Business Analyst	Requirements gathering, analysis and management	3 2	12 mths 18 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Solution Architect	Solution Design & Architecture	2	12 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Developer	Solution development and implementation	15	18 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Configuration Specialist	COTS solution configuration	10	18 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Test Analyst	Solution testing and validation	10	12 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Security Analyst	Cyber and Information Security testing and validation	4	12 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Business SME	Process and subject matter experts to assist with requirements elicitation, testing and change adoption	10	18 mths	☐ Secured ☐ Nominated ☐ Recruitment required
Change Analyst	Process change, training, user adoption and testing	10	12 mths	☐ Secured ☐ Nominated ☐ Recruitment required
PMO Officer	Program Management Office coordination and administration	6	18 mths	☐ Secured ☐ Nominated ☐ Recruitment required

Table 28: Program resource augmentation required

Program Role	New APS (ongoing)	Consultancy	Labor hire (Contractors)
Business Analyst	2	1	
Developer		2	8
Configuration Specialist		2	4
Test Analyst			1
Security Analyst		2	2
Change Analyst		3	
PMO Officer	1	1	

Table 29: Details of workforce direction

Program Team	Status
Architecture & Business Analysis	☐ Directed by internal staff ☐ Directed by external partner
API and Integration Development	☐ Directed by internal staff ☐ Directed by external partner
Case Management & Workflow Delivery	☐ Directed by internal staff ☐ Directed by external partner
Program Management Office	☐ Directed by internal staff ☐ Directed by external partner
Testing & Validation	☐ Directed by external partner ☐ Directed by external partner

Review points

Table 30: Review points

Review	Estimated date of completion
Vendor requirements and design validation checkpoint	31/07/2024
Quarterly Implementation Reviews	30/09/2024 31/12/2024 31/03/2025 30/06/2025 30/09/2025
Gateway Review	31/12/2024

Section 3 template: Implementation

2nd

Program approach and status

Table 31: Program approach and status

Implementation methodology	Description
Waterfall Agile Hybrid Other	

Status of activities (Waterfall/Hybrid)	Status			Completion Date
Program Management Office	Not Started	In Progress	Complete	
Program Resourcing Plan	Not Started	In Progress	Complete	
Program Resources Assigned	Not Started	In Progress	Complete	
Program Schedule/WBS	Not Started	In Progress	Complete	
Functional Requirements	Not Started	In Progress	Complete	
Non-Functional Requirements	Not Started	In Progress	Complete	
Solution Architecture Design	Not Started	In Progress	Complete	
Test Plans	Not Started	In Progress	Complete	
Procurement Plan	Not Started	In Progress	Complete	

Status of Activities (Agile/Hybrid)	Status			Completion Date
Agile Readiness Assessment	Not Started	In Progress	Complete	
Program Management Office	Not Started	In Progress	Complete	
Program/Scrum Resourcing Plan	Not Started	In Progress	Complete	
Program/Scrum Resources Assigned	Not Started	In Progress	Complete	
Sprint Plan (first 3-6 months)	Not Started	In Progress	Complete	
Product Roadmap	Not Started	In Progress	Complete	
MVP/Epics/User Stories	Not Started	In Progress	Complete	
Definition of Done Criteria	Not Started	In Progress	Complete	
Product Backlog Groomed	Not Started	In Progress	Complete	
GRC Embedding	Not Started	In Progress	Complete	
Solution Architecture Design	Not Started	In Progress	Complete	
Test Strategy	Not Started	In Progress	Complete	
Procurement Plan	Not Started	In Progress	Complete	
RAID Register	Not Started	In Progress	Complete	
Cost Validation	Not Started	In Progress	Complete	

Program schedule

Program schedule attachments

Attachment number	Title

Program resourcing

Table 32: Program resourcing

Program Role	Responsibilities	FTE	Duration	Status
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required

Program Role	Responsibilities	FTE	Duration	Status
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required
				Secured Nominated Recruitment required

Table 33: Program resource augmentation required

Program Role	New APS (ongoing)	Consultancy	Labour hire (Contractors)

Table 34: Details of workforce direction

Program Team	Status
	Directed by internal staff Directed by external partner
	Directed by internal staff Directed by external partner
	Directed by internal staff Directed by external partner

Testing and validation

Table 35 :Testing and validation approach for the program

Test Plan	Status
Functional/UAT Test Plans	Upload/Attached
Integration/System Test Plans	Upload/Attached
Security Test Plans	Upload/Attached
Data Migration Test Plans	Upload/Attached
Operational/BCP/DR Test Plans	Upload/Attached
Other Testing	Upload/Attached

Review points

Table 36: Review points

Review	Estimated date of completion

Assurance plan

Appendix number	Title

Section 4 guidance: Requirements elicitation and management

For this section, a standalone guideline (**Good Practice Guidelines on Requirements**) has been developed to support you in developing the specific requirements. This standalone guidance includes examples.

Why this section is important

Fit for purpose, value and relevance

This section ensures the requirements elicitation and management is fit for purpose, and has value and relevance.

Well defined requirements are fundamental to successful program delivery. This section provides a focus on the definition of requirements and the management of these throughout the program life cycle. It allows the reader to clearly see these. The Digital Service Standards also mandate that programs adopt a user-centric approach to digital design to ensure that solutions meet their needs.

What to include in this section

For this section, a separate guideline has been developed to ensure that industry standard approaches to the elicitation of requirements are followed. In general, the standard of requirements definition across government is relatively immature, so the DTA is assisting to uplift capabilities in this area. The DTA suggests that programs follow industry standards such as the IIBA's Business Analysis Body of Knowledge (BABOK) guidelines for requirements definition and utilise certified practitioners or business analysts and/or product managers familiar with these guidelines.

Sufficiently detailed requirements that specify the functional complexity needed must be provided prior to seeking investment for implementation. This obligation applies to all second pass business cases, irrespective of the project methodology used. Refer to the Good Practice Guidelines on Requirements for further information.

How this section is assessed

The good practice guide includes information on obligations you are required to fulfill. In assessing the attachments for this part of the business case, the DTA will need to be sufficiently satisfied that there is:

- evidence of user-centric design and compliance with the Digital Service Standard

- evidence of sufficient stakeholder engagement

- evidence of requirements documentation to a sufficient level of detail to effectively inform solution design, implementation planning, testing, and risk management.

- evidence of effective requirements management planning for the implementation phase (i.e. management of scope creep or deviation)

- evidence of effective requirements traceability.

The Good Practice Guidelines on Requirements outlines the requirements for both first and second pass business cases.

Further guidance and resources

- Good Practice Guidelines on Requirements

- Digital Service Standard

Section 4 template: Requirements elicitation and management

1st 2nd

Using this section of the template

A standalone guideline (Good Practice Guidelines on Requirements) has been developed to support you in developing the specific requirements. This includes examples of completed components for this section.

Once completed, include your appendix number and title here.

Appendix number	Title

Section 5 guidance:
Solution architecture design

1st

2nd

For this section, a standalone guideline (**Good Practice Guidelines on Solution Design**) has been developed to help develop the specific requirements. This standalone guidance includes examples.

Why this section is important

Purpose and relevance

This section ensures that solution architecture design information is comprehensive and can demonstrate how solution components are linked to benefits realisation. It allows the reader to see how the solution architecture design is linked to benefits realisation.

What to include in this section

For this section, a separate guideline has been developed to ensure the general standard of requirements is adopted. An editable table is provided in this template where the appendix numbers and their titles can be included.

How this section is assessed

The good practice guide includes information on obligations you are required to fulfill. It also has examples of completed components for this section.

The Digital Service Standards is mandatory and business cases must demonstrate a user-centric approach to design.

You must provide clear and unambiguous solution design artefacts that explicitly state how the user requirements will be delivered. The DTA must be sufficiently satisfied that your solution design demonstrates the following:

- For 2nd pass business cases – that the target state architecture is in a mature state with nominated technical solutions in place.

- For 1st pass business cases – a conceptual or logical architecture for each option presented to government.

- How the user requirements map or correlate to solution components or capabilities.

- How re-use has been considered both in terms of reusing existing government capabilities and/or new capabilities being developed to be offered for reuse.

- Any integration requirements and the level of complexity.

- Both the current and target state architecture for the proposed investment.

- Assumptions and dependencies related to the technical architecture, including mitigation and/or contingency strategies.

Further guidance and resources

- Good Practice Guidelines on Solution Architecture

- Digital Service Standard

Section 5 template: Solution architecture design

Using this section of the template

A standalone guideline (Good Practice Guidelines on Solution Design) has been developed to support you in developing the specific requirements.

Once completed, include your appendix number and title here.

Appendix number	Title

Section 6 guidance: Risk management

Section checklist

Actions:

Attached a RAID register

Attached RAID procedures

Why this section is important

Interdependencies and risk reduction is optimised

This section ensures that interdependencies and risk reduction is optimised.

Identifying and managing Risk, Assumptions, Issues, and Dependencies (RAID) is an important part of addressing uncertainty for projects and their investment. Clearly outlining your RAID procedures and providing your RAID register will assist the reader in understanding the risk profile for the investment.

What to include in this section

In this section you must provide your RAID register and your RAID procedures. As business cases are for programs of high value, complexity, or are perceived as high risk, the diligent management of RAID functions should be shown. Any RAID item of significance should have an appropriate, effective, and logical mitigation strategy.

Clearly outlining your RAID procedures and providing your RAID register will assist the DTA in understanding the risk profile for the investment and assess whether the approach to RAID management is fit for purpose.

Risk is an important consideration for both first and second pass business cases. It is the level of detail that changes, relevant to the maturity of planning.

Here is guidance on assessing project risk:

• Your agency is likely to already have a risk matrix or similar mechanism you could use for assessing the impacts and likelihood of risks. These may be suitable for both first and second pass business cases.

• Most agencies already have risk management policies that the DTA has reviewed and consider fit for purpose and contain a risk matrix or similar mechanism that should be used for assessing

the impacts and likely of risks. It is recommended that a conservative perspective towards risk is adopted. Many programs have a positive expectation bias that is unrealistic and misaligned with the fact that most ICT programs fail in terms of budget, schedule, or benefits realisation.

- Consider a conservative perspective towards risk. Adopting a more conservative mindset towards risk enables the program to manage adverse outcomes better, should they materialise. Consider how you will address the possibility of 'black swan' events, which are rare, unpredictable, and high-impact risks. For second pass business cases, this is particularly important as they build further detail on the options agreed upon by Cabinet to enable an informed final decision on the investment. Highlighting these worst case scenarios and how they apply to each of your options is an important factor in Cabinet agreement to your of your preferred option.

- Create a comprehensive register of known project risks, assumptions, issues, consequences, and dependencies based on the expected scope, deliverables and outcomes. These should be considered for both first and second pass business cases.

- Ensure comprehensiveness and diversity of the program's risk categories and that the register reflects analysis of the financial, operational, reputational, technical, and other types of risks that may affect the program's performance or objectives. The diversity and comprehensiveness of the categories of risks should be significantly more detailed for second pass business cases, including aligning with the business cases level of depth on requirements, implementation and solution design.

- You will fully develop a business case for the ICT option/s that received in-principal approval at the first pass. The purpose of a second pass business case is to build further detail on the option(s) agreed upon by Cabinet to enable an informed final decision on the investment. The second pass business case will contain detailed requirements, solution design, risk mitigation, detailed cost estimates, and appropriate funding options.

How this section is assessed

The DTA review will seek evidence of how RAID functions are actively managed as part of program operations. The DTA will need to be sufficiently satisfied that there is the following:

- evidence of effective RAID identification and appropriate methods, data and assumptions to quantify the potential consequences of the risk

- evidence of effective impact and likelihood analysis, including diversity of the risk categories

- ensure that the project has considered financial, operational, reputational, technical, and other types of risks that may affect the program's performance or objectives

- evidence of effective mitigation strategies and considering relevant lessons learned from dependent or related programs

- evidence of effective contingency planning

- evidence of effective integration risk management.

In assessing this, the DTA will consider that for this section the second pass business case will require greater rigour and assurance.

Mandatory attachments

- RAID register

- RAID procedures

Suggested attachments

There are no other specific suggested attachments.

Further guidance and resources

The DTA is currently developing additional guidance on risk management, including examples of completed risk documents to assist you complete this section.

The four most common risk mitigation strategies are:

- **Avoidance** – taking measures to avoid the risk from occurring. This can include things such as having contingency resources available should a potential scarcity of specialised resources be identified.

- **Reduction** – this is actively management of a risk with preventative controls rather than waiting to see if it materialises into an issue. An example would be to proactively manage potential budget concerns by deprioritising requirements or features from 'mandatory' to 'should' status (MoSCoW). The program can develop an Expected Product (EP) or similar model in addition to the Minimum Viable Product (MVP) as a mitigation strategy.

- **Transference** – this involves transferring the risk to a third party. This is also arguably the most misunderstood mitigation measure as while you can engage third parties to help ensure delivery (e.g., labour hire firms), you cannot transfer accountability for delivery of the program. However, use of third-party Assurance providers is considered a good practice transference example as their function is intended to assist with keeping the program delivery on track.

- **Acceptance** – there are scenarios on projects where there no other option or an agreement to accept the risk as it stands. This is generally acceptable for low-rated risks where other mitigation strategies are not feasible or cost prohibitive.

Section 6 template: Risk management

RAID Register

Appendix number	Title

RAID procedures

Appendix number	Title

Section 7 guidance:
Procurement

Section checklist

Completed the following sections of the template:

Procurement strategy

Procurement scope

Tables 38–39

Why this section is important

Highest value opportunities

This section ensures the highest value opportunities are considered.

Understanding your approach to procurement from vendors assists you in being able to validate implementation timelines and costs. This section will help you determine how you will source your technology capabilities.

Working with suppliers external to your organisation is a large undertaking. Speak with the relevant people in your organisation to ensure you consider the appropriate policies.

What to include in this section

Market approaches should made as early as practical and included within the business case. Requests for Information (RFI) or Quotations (RFQ) from vendors can be conducted without contracts in place to validate implementation timelines and costs.

The Department of Finance has accountability over business case costings but only allows a 10% contingency on ICT investment proposals.

How this section is assessed

When reviewing business cases, the DTA seeks to understand the approach to procurement, the activities that have occurred thus far, and those remaining once funding has been secured. The DTA will need to be sufficiently satisfied that the procurement strategy and scope are appropriate for the implementation and costings of the project.

The validation of costings via market approaches is essential to meet this condition. It is important procurement needs, timelines and costings on desktop research are validated by information from vendors. This can have a material impact on budget, schedule and benefits realisation before implementation has even commenced.

There are guides and tools for ICT procurement on the DTA's website.

Mandatory attachments

There are no mandatory attachments.

Suggested attachments

There are no other specific suggested attachments.

Further guidance and resources

There are guides and tools for ICT procurement on the DTA's website.

Section 7 template: Procurement

Procurement strategy

Table 37: Procurement strategy

Procurement scope

Guidance

Provide details of the services to be procured. Include essential details for each procurement, including the type of service, description, duration, budget, and the estimated execution date of the contract. Outline the services to be procured. Describe the functions, features, deliverables, or activities required.

Table 38: Procurement scope

Service description	Type	Budgeted cost	Execution date

Section 8 guidance:
Program budget

Section checklist

Actions

Attached a Cost Model

Attached the excel workbook (Department of Finance)

Completed tables 40–41

Completed the following sections of the template:

Basis for estimation

Whole of Life costs

Why this section is important

The project spend shows relevant value

This section ensures that the project spend shows relevant value.

This section provides the reader with the cost of the proposed investment, including the basis for estimation and the whole-of-life cost.

The DTA can assist you discover comparative budgets that have existed for similar investments over the years.

What to include in this section

In this section, you will need to provide a full cost model for your project or program, a basis for the estimation and whole-of-life costs for the entire planned implementation.

The Department of Finance retains oversight regarding program costs. The Department of Finance will undertake an analysis to determine the cost model, estimation and whole-of-life costs.

How this section is assessed

Overall accountability for costings assessment is the responsibility of the Department of Finance.

In developing this section, you should consider the following questions:

- Do the resourcing costs seem reasonable (e.g., daily rates for contractors x number of days)?

- Are licensing, infrastructure, development, and other costs considered?

- Do the assumptions look valid? Are there 'hidden' ICT costs or activities?

Mandatory attachments

- Program Costings Workbook

- Department of Finance excel workbook

Further guidance, resources and attachments

The Department of Finance can provide additional guidance for the development of costings to assist in the development of information which will assist them with their costing assessment.

Section 8 template: Program budget

Using this section of the template

This section of the template includes guidance and editable tables for you to complete the program budget section of the lean business case template. Complete all sections of the template. The Department of Finance retains oversight regarding program costs. The Department of Finance will undertake an analysis to determine the cost model, estimation, and whole-of-life costs.

If you have additional attachments not covered by the tables below, you can include them in Section 10.

Cost model

Using this template

Provide a cost model for the program. It is important to note that the Department of Finance retains oversight regarding program costs.

Appendix number	Title

Basis for estimation

Table 39: Basis for estimation

Item	Method	Validation effort	Contingency

Whole of Life costs

Table 40: Whole of Life costs

Phase	Implementation cost	Sustainment cost	Notes
Previous phase			
This phase			
Future phase 1			
Future phase 2			

Section 9 guidance:
Cyber security

Section checklist

Actions:

Attached a Cyber Security Plan

Why this section is important

Purpose and relevance

This section ensures that the reader has considered cyber security considerations for their investment, in the context of their organisational capability and previous performance.

What to include in this section

A Cyber Security Plan or equivalent artefact needs to be provided that outlines the security provisions for the program and agency, showing alignment with any applicable cyber security standards and frameworks. This plan should also show response protocols for cyber security incidents.

How this section is assessed

Assessment of this section will consider the:

- Existence of agency level plans to track and mitigate cyber incidents

- Program / Project level RAID treatments

Identifying specific cyber security related risks can be done separately or incorporated into Section 7: Risk Management.

The Cyber Security Guidelines are published by the Australian Signals Directorates (ASD).

Mandatory attachments

- Cyber Security Plan (or equivalent)

Suggested attachments

There are no other specific suggested attachments.

Further guidance and resources

- Cyber Security Guidelines

Section 9 template: Cyber security

2nd

Appendix number	Title

Section 10: Supporting documentation

Using this section of the template

Please provide any additional documentation required to support the business case or as requested by the DTA. It is not mandatory or essential to include additional supporting information.

Please avoid submission of non-essential policy or other documentation that does not directly relate to the subjects covered in the business case template.

Appendix number	Title

Full appendix list

Using this section of the template

Include each appendix number and title. This list provides an easy reference for the reader on what attachments for part of this business case.

Appendix number	Title

Appendix number	Title