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1 PURPOSE

To articulate when a business case should be prepared.

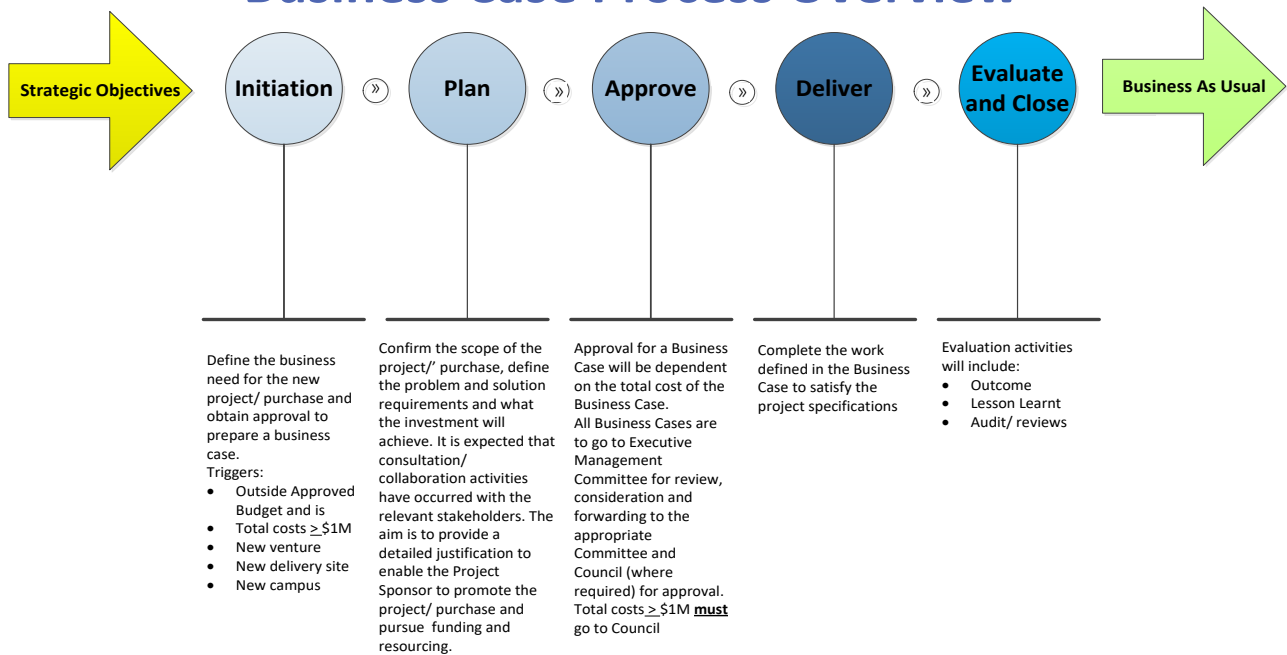
2 SCOPE

- 2.1 These guidelines are intended to assist in the preparation of business cases. They should aid users in identifying when to prepare a business case that:
- is aligned to the University's strategic objectives
 - addresses current and future needs, and
 - addresses 'better practice' project management issues.
- 2.2 The level of detail required for each business case must be appropriate to the nature of the proposal, and enable sound judgment to be made of the project/program merits to determine whether it will be supported and also address the requirements of the reviewing officer/committee.

3 PROCEDURE

- 3.1 A business case is required when the initiative involves the establishment of a new venture, new campus, campus extension, additional space or space modification, new course over \$1M, new delivery site or represent a major change in business which is outside the approved budget.
- 3.2 All new initiatives are to go through a two-step process:
- 1) Preliminary evaluation – complete the New Initiative Business Case Brief Template
 - 2) Business case development – complete the Business Case Template
- 3.3 Our Approach is evidence based, thoughtful and focused. A Business Case is founded on the following principles: quality analysis, risk analysis and strategic alignment.
- 3.4 The business case process is outlined in Diagram 1.

Business Case Process Overview



Note: New courses considered business as usual are to follow the Higher/ Vocational Education Coursework Qualifications Policy and Procedure. Courses greater than \$1M will require a Business Case. Business Cases are only required if outside the current approved budget

Diagram 1: Business Case Process Overview

- 3.5 The business case development and process is outlined in [Appendix 1](#) and [Appendix 2](#).
- 3.6 The aim of the business case is to provide information on the benefits, costs for the life of the initiative and risks involved with a proposal. It forms the basis for effective decision making. A business case captures both the business need and how the proposed investment meets that need. Business cases are evaluated to ensure the:
- investment has value, importance and relevance
 - implementation will be properly managed and achieve a sustainable outcome, and
 - University has the capability to deliver the benefits.
- 3.7 The expectation of the business case is to analyse options. A robust business case should:
- provide a compelling case for change
 - put in place plans for successful delivery – benefits, risk management and evaluation
 - cover the economic, financial, commercial, staff, training, structural and management aspects of the project, and
 - assure that the preferred option is the correct option, right investment, affordable and provides value for money.
- 3.8 Stakeholders who have high influence and / or are highly impacted by the proposal and are able to provide the best evidence are to be involved in the development of business cases.
- 3.9 Details of an officer's financial delegation are as they appear on the Financial Delegations Register maintained by the Finance Directorate. The Register can be accessed via [StaffNet](#).
- 3.10 Where the total cost is \geq \$1M and outside the approved budget, a business case must be approval by the University Council.
- 3.11 Once the Business Case has been approved, the business case is considered Final.

- 3.12 Any adjustments (including financial) to the final business case requires University Management Committee approval and University Council approval, as required.
- 3.13 Contact the Finance Directorate for help by emailing financehelp@cqu.edu.au

4 RESPONSIBILITIES

Compliance, monitoring and review

- 4.1 The Vice-President (Student and Corporate Services) is responsible for implementing, monitoring, reviewing and ensuring compliance with this procedure.

Reporting

- 4.2 No additional reporting is required.

Records management

- 4.3 Employees must manage records in accordance with the [Records Management Policy and Procedure](#). This includes retaining these records in a recognised University recordkeeping information system.
- 4.4 University records must be retained for the minimum periods specified in the relevant [Retention and Disposal Schedule](#). Before disposing of any records, approval must be sought from the Records and Privacy Team (email records@cqu.edu.au).

5 DEFINITIONS

- 5.1 Terms not defined in this document may be in the University [glossary](#).

Terms and definitions

Total cost: the whole-of-life costs which include the cost of planning, design, construction/acquisition, operation, maintenance, renewal/rehabilitation, depreciation, and replacement/disposal.

6 RELATED LEGISLATION AND DOCUMENTS

[Business Case Template – New Initiative](#)

[Business Case Template](#)

[Queensland Government, Project Assessment Framework, Business Case Development, July 2015](#)

[Queensland Government, Project Assessment Framework, Policy Overview, July 2015](#)

7 FEEDBACK

- 7.1 Feedback about this document can be emailed to policy@cqu.edu.au.

8 APPROVAL AND REVIEW DETAILS

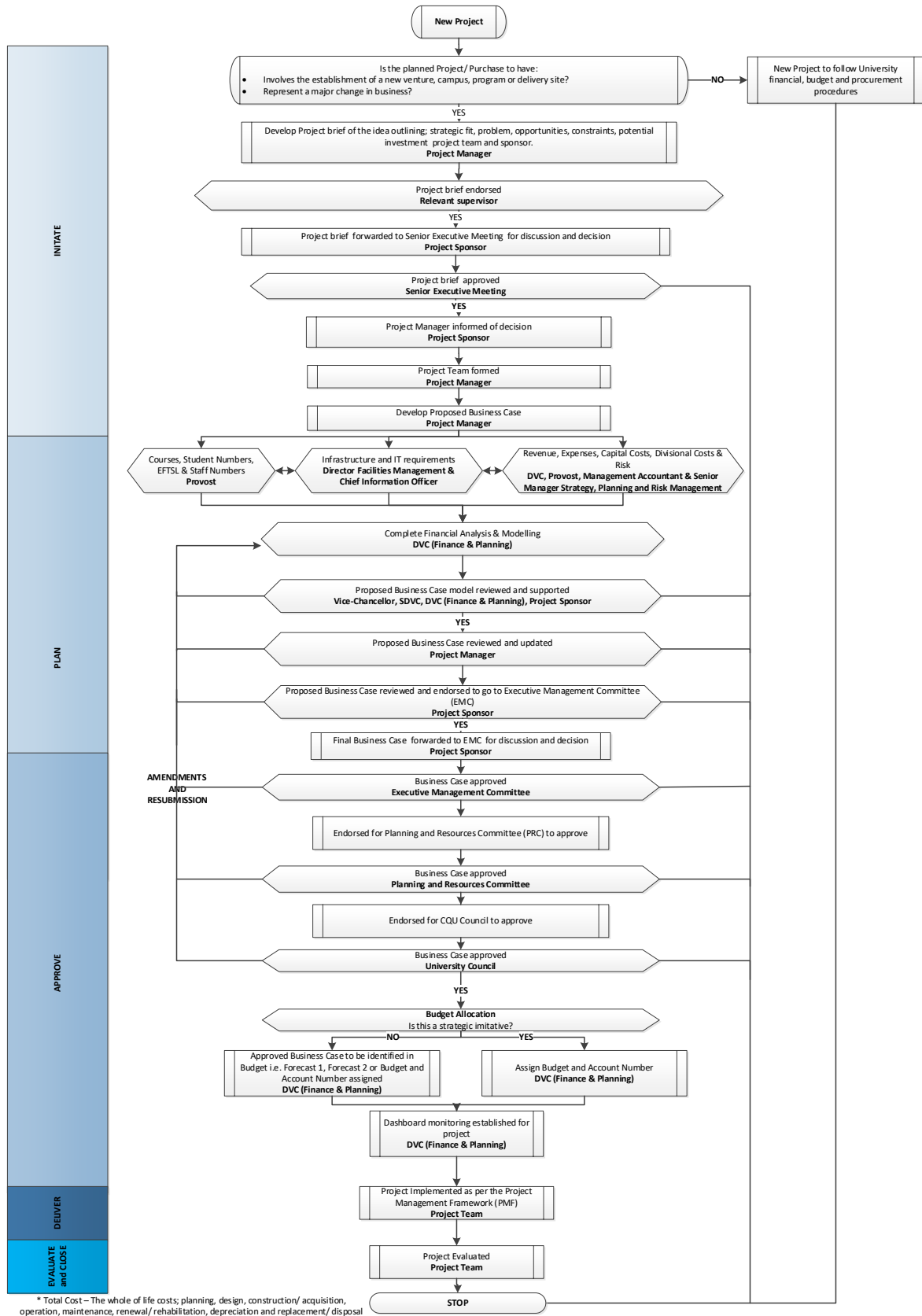
Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Delegated Approval Authority	N/A
Advisory Committee	University Management Committee
Required Consultation	N/A
Administrator	Vice-President (Student and Corporate Services)
Next Review Date	12/04/2020

Approval and Amendment History	Details
Original Approval Authority and Date	Vice-Chancellor and President
Amendment Authority and Date	University Secretary, 13 March 2012; Vice-Chancellor and President 12/04/2017; Editorial amendment 07/12/2021.
Notes	This document expires and replaces the existing Business Case Principles.

9 APPENDICES

Appendix 1- Business Case Development and Approval Diagram

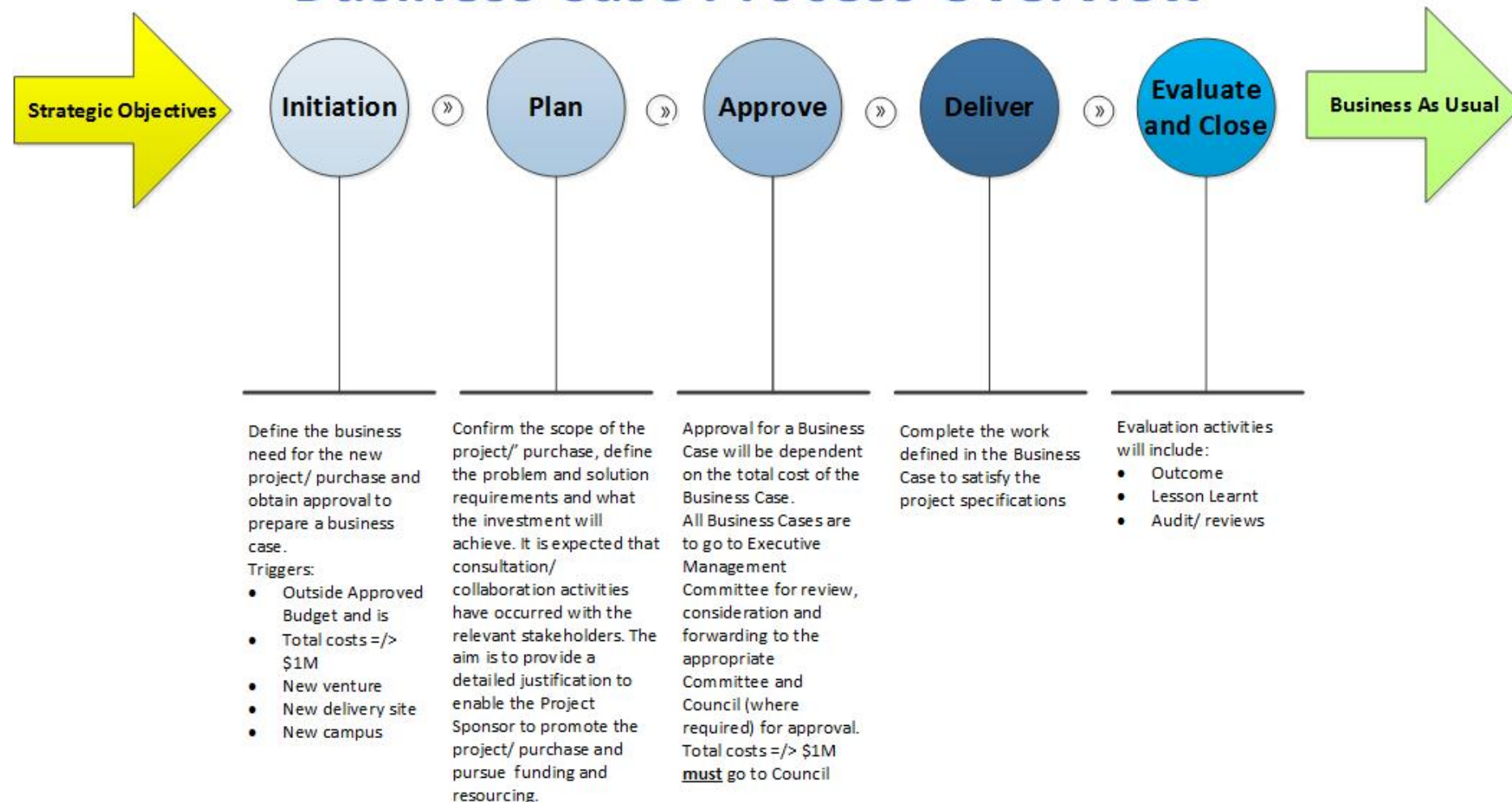
Business Case Development and Approval Diagram



* Total Cost – The whole of life costs: planning, design, construction/ acquisition, operation, maintenance, renewal/ rehabilitation, depreciation and replacement/ disposal

Appendix 2 - Business Case Approval Diagram

Business Case Process Overview



Note: New courses considered business as usual are to follow the Higher/ Vocational Education Coursework Qualifications Policy and Procedure. Courses greater than \$1M will require a Business Case. Business Cases are only required if outside the current approved budget