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## 1 PURPOSE

To articulate when a business case should be prepared.

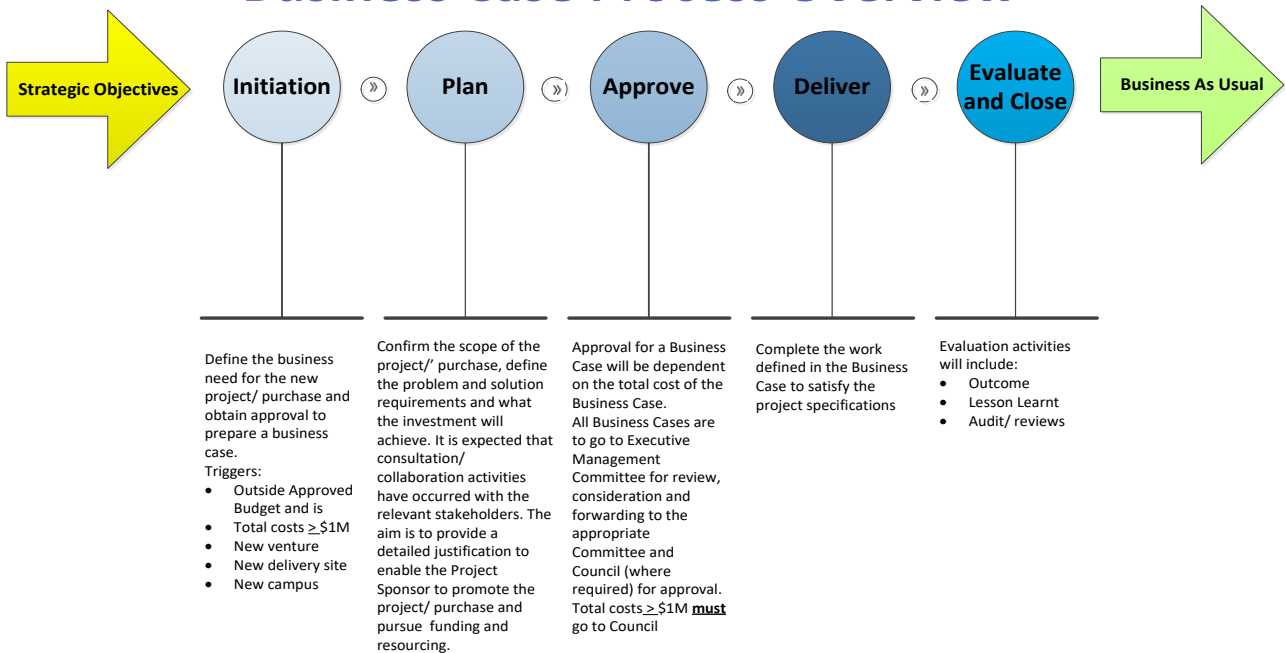
## 2 SCOPE

- 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
  - The implementation will be properly managed and achieve a sustainable outcome
  - The 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
  - Assurance 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 and Planning Division. 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 Executive Management Committee approval and University Council approval, as required.

3.13 Contact Finance and Planning Division for help by emailing [financehelp@cqu.edu.au](mailto:financehelp@cqu.edu.au)

## 4 RESPONSIBILITIES

### Compliance, monitoring and review

- 4.1 Overall responsibility for implementation of this policy resides with the Vice-Chancellor.
- 4.2 The Deputy Vice-Chancellor, Finance and Planning is responsible for advising the University on how to manage and develop business cases.
- 4.3 In accordance with the CQUniversity Code of Conduct, it is the responsibility of all staff (commensurate with their roles, functions and span of control) to comply with the requirements embodied in this Procedure.

### Reporting

- 4.4 No additional reporting is required.

### Records management

- 4.5 Staff must maintain all records relevant to administering this procedure in a recognised University recordkeeping system.

## 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

[CQUniversity New Initiative Business Case Template](#)

[CQUniversity 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 University staff and students may provide feedback about this document by emailing [policy@cqu.edu.au](mailto:policy@cqu.edu.au).

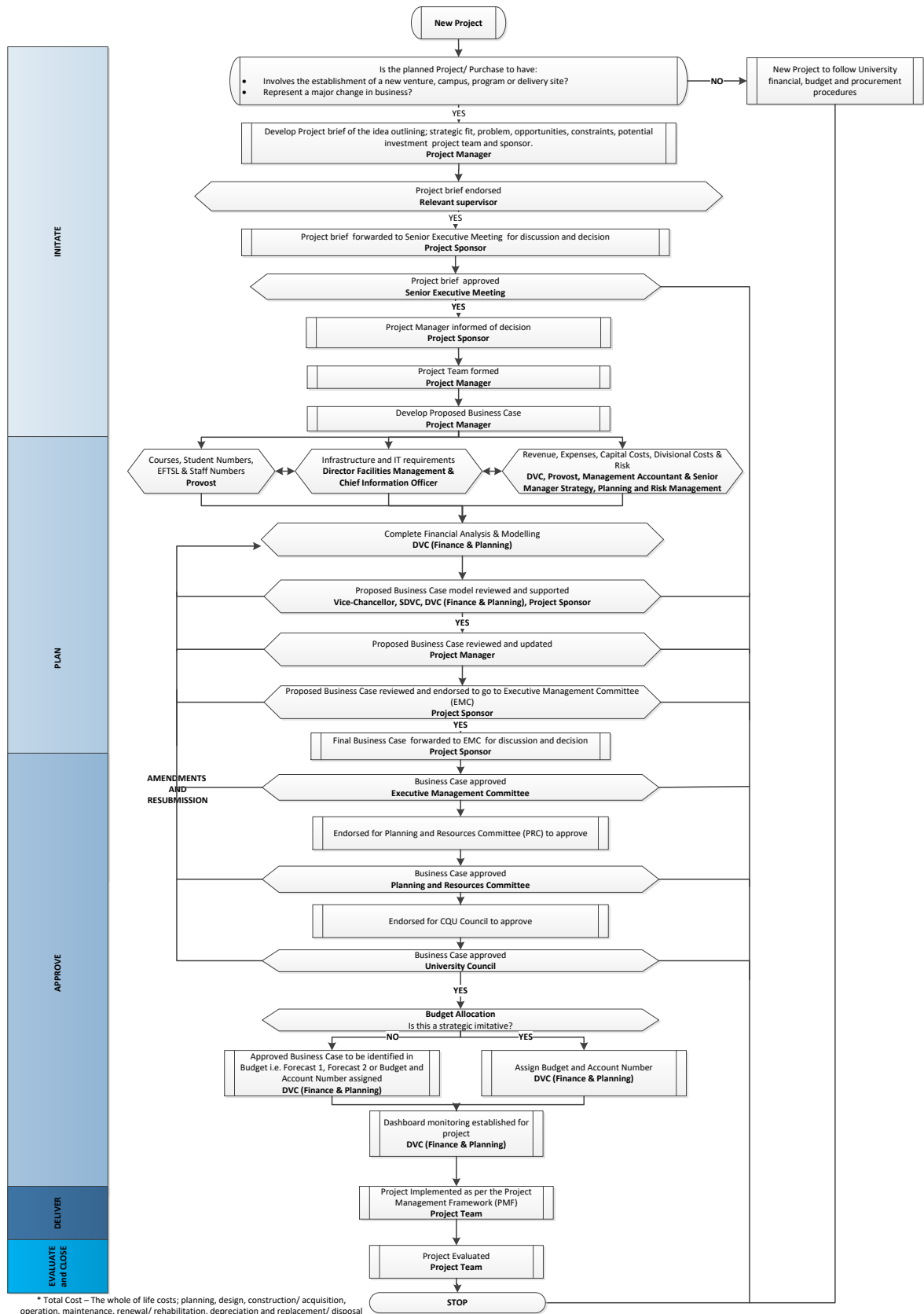
## 8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Advisory Committee to Approval Authority	Vice-Chancellors Advisory Committee
Administrator	Deputy Vice-Chancellor (Finance and Planning)
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.
Notes	This document expires and replaces the existing Business Case Principles.

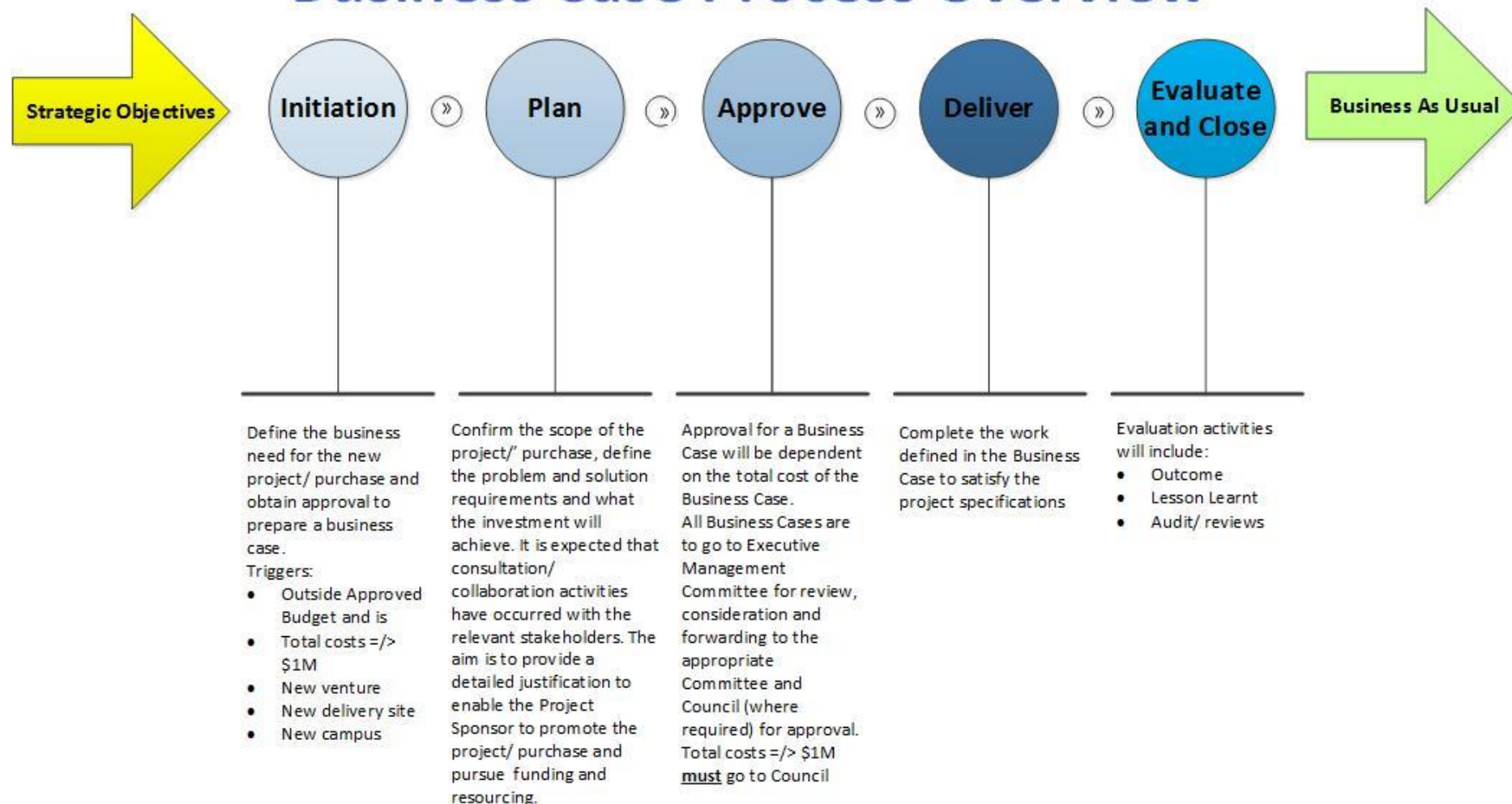
## Appendix 1- Business Case Development and Approval Diagram

### Business Case Development and Approval Diagram



## Appendix 2 - Business Case Approval Diagram

# Business Case Process Overview



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