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Executive summary

[One page summary of the proposed investment. Explain the proposal in narrative terms, generally following the main points of the body of the strategic assessment. For efficiency, minimise duplicating the body of the report.]

# Part 1 Problem

[This section should be as long as needed to provide the required information, which may be up to five pages.]

## Definition of the problem

[Explain in plain English and in less than one page the problem(s) that the investment is intended to solve. Present the cause of each problem, who is affected, and how they are affected. Provide a description of the context of the problem including current services, providers and stakeholders and the impact of the problem.]

## Evidence of the problem

[Provide the evidence of both the cause and effect of the problem. Evidence might include:

* demand forecasts with assumptions;
* key performance indicators (KPIs) on current performance levels; and
* facts/examples of the problem.]

## Timing considerations

[Describe why the problem needs to be solved by government at this time. Explain the implications of delaying a response to the defined problem.]

## Consideration of the broader context

[Explain whether similar needs exist either inside or outside your organisation that might be addressed together with this proposal.]

# Part 2 Benefits

[This section should be as long as needed to provide the required information, which may be around two pages.]

## Benefits to be delivered

[Explain the key benefits that flow if the problem is solved. (These can be drawn from the investment logic map and benefit map if available.) Note any dis-benefits]

## Importance of the benefits to Government

[Show how this investment will help to advance the government and/or organisation to meet its objectives. Describe how this initiative connects to government priorities and the department’s strategic and longer term plan. List the key high-level economic, social and environmental benefits this initiative will deliver. Describe also any detriments that will arise from this proposal.]

## Evidence of benefit delivery

[Define the measures to be used to measure whether the benefits have been delivered, including:

* KPIs that will be used to measure the delivery of the benefits;
* baseline, interim and target measures and dates for the KPIs; and
* person/position responsible for delivering the benefits.

Some of this information can be referred to and presented in an appended benefit management plan.]

| KPI |  |
| --- | --- |
| Baseline  |  |
| Source  |  |
| Interim target  |  |
| Reporting forum |  |
| Start date  |  |
| Frequency  |  |
| End date  |  |
| Responsibility  |  |
|  |  |
|  |
|  |

| KPI |  |
| --- | --- |
| Baseline  |  |
| Source  |  |
| Interim target  |  |
| Reporting forum |  |
| Start date  |  |
| Frequency  |  |
| End date  |  |
| Responsibility  |  |
|  |  |
|  |
|  |

## Interdependencies

[Identify key interdependencies critical to benefit delivery]

# Part 3 Strategic response

## Method and criteria

[Outline the method and criteria used to select the strategic response. Identify assumptions and constraints used to inform the development of strategic options.]

## Strategic options analysis

### Strategic interventions

[Explain the potential strategic interventions.]

| Strategic Interventions |
| --- |
| Intervention 1 |
| Intervention 2 |
| Intervention 3 |
| Intervention 4 |
| Intervention 5 |
| Intervention 6 |
| Intervention 7 |
| Intervention 8 |
| Intervention 9 |
| Intervention 10 |

Table X Summary of potential strategic interventions

### Strategic options

[Explain how the strategic interventions can be packaged into strategic options]

|  |  |
| --- | --- |
|  | **Strategic options** |
|  | **Option 1** | **Option 2** | **Option 3** | **Option 4** | **Option 5** | **Option 6** |
| **Strategic Interventions** | <Insert description> | <Insert description> | <Insert description> | <Insert description> | <Insert description> | <Insert description> |
| Intervention 1 |  |  |  |  |  |  |
| Intervention 2 |  |  |  |  |  |  |
| Intervention 3 |  |  |  |  |  |  |
| Intervention 4 |  |  |  |  |  |  |
| Intervention 5 |  |  |  |  |  |  |
| Intervention 6 |  |  |  |  |  |  |
| Intervention 7 |  |  |  |  |  |  |
| Intervention 8 |  |  |  |  |  |  |
| Intervention 9 |  |  |  |  |  |  |
| Intervention 10 |  |  |  |  |  |  |

Table X: Strategic options

[Listed in the left-hand columns are strategic interventions that could respond to the identified problem and deliver the expected benefits (and their KPIs). Against the listed strategic interventions, a spread of strategic options should be structured to provide genuine alternative strategic responses to the problem. These are in the right-hand columns. The shaded boxes indicate which interventions are used in each option and the percentage (%) indicates the relative importance of each specific intervention within the option.]

### Ranking of strategic options

[Evaluate the strategic options to determine the proposed strategic response.]

|  |  |
| --- | --- |
|  | **Strategic options** |
|  | **Option 1** | **Option 2** | **Option 3** | **Option 4** | **Option 5** | **Option 6** |
|  | <Insert description> | <Insert description> | <Insert description> | <Insert description> | <Insert description> | <Insert description> |
| **Benefits** |
| **Percentage of full benefit to be delivered** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** |
| **Benefit 1** | <Insert description> | % |  |  |  |  |  |  |
| **Benefit 2** | <Insert description> | % |  |  |  |  |  |  |
| **Benefit 3** | <Insert description> | % |  |  |  |  |  |  |
| **Cost** |  |  |  |  |  |  |  |  |
| Investment cost (Range) | $n mil - $n mil | $n mil - $n mil | $n mil - $n mil | $n mil - $n mil | $n mil - $n mil | $n mil - $n mil |
| Operational costs if significant (Range) | $n mil - $n mil pa | $n mil - $n mil pa | $n mil - $n mil pa | $n mil - $n mil pa | $n mil - $n mil pa | $n mil - $n mil pa |
| **Time** |
| (Range) | mm-mm | mm-mm | mm-mm | mm-mm | mm-mm | mm-mm |
| **Risks** |
| Risk 1 |  |  |  |  |  |  |
| Risk 2 |  |  |  |  |  |  |
| **Dis-benefits** |
| Dis-benefit 1 |  |  |  |  |  |  |
| Dis-benefit 2 |  |  |  |  |  |  |
| **Ranking** |
| 1-3 |  |  |  |  |  |  |

 Table X: Evaluation of strategic options

## Recommended strategic option

[Present the recommended strategic response.]

# Part 4 Solution

[This section should be as long as needed to provide the required information, which may be around five pages.]

## Solution options considered

[Describe the potential project options embraced by the proposed strategic response. Note one of these options should be your base case. Provide evidence supporting the selection of the recommended project option.]

## Details of the recommended solution

[Describe the recommended solution, outlining its scope.]

## Cost estimates

[The cost estimates should be sufficiently reliable to provide an ‘order of magnitude’ of the final cost. The cost estimate will be used as a component of the analysis to determine which project investment options should be considered further in the full business case. Where the proposal will result in substantial changes to output costs this should be noted. At a minimum, capital costs of the investment should be included with a brief description including:

* the estimated range of TEI;
* the basis for this estimate;
* outline of cost inclusions and exclusions consistent with scope; and
* cost assumptions that were used.

Where the project will also have an operating impact, you should also provide estimates of ongoing operating costs. ]

## Procurement strategy

[If known, nominate the preferred or possible procurement method(s). Evidence for its selection is not required.]

## Stakeholders

[Map the key stakeholders, their particular interests and likely position in relation to the recommended solution. Present a brief overview of the stakeholder communications plan. Note it is not expected that agencies have consulted with all stakeholders at this time.]

| Stakeholder  | Interest |
| --- | --- |
|  |  |
|  |  |

Table X: Key Stakeholders

## Risk management

[List the key risks to the success of this investment (refer to the investment concept brief if available). Explain how these risks are to be managed.]

| Risk | Description |
| --- | --- |
| [Insert wording from investment concept brief] | [Describe the risk]  |
|  |  |

Table X: Key risks to the success of this investment

## Governance arrangements

[Outline the governance arrangements in place to progress this proposal to the next stage. Outline any existing governance frameworks that the proposed solution could align with.]

## Timelines

[List the major deliverables and their delivery timelines (refer to the investment concept brief).]

## Next steps

[Explain the main areas of uncertainty to be resolved in the next stage (Stage 2: Prove).]

Appendix A: Investment logic map and concept brief

[‘Paste Special’ as an ‘Enhanced Metafile’ for optimum picture quality.]

Appendix B: Benefit Map

[‘Paste Special’ as an ‘Enhanced Metafile’ for optimum picture quality.]