Stage 3 Submission

# [*Insert proposal name*]

[The following boxes are provided for information and can be deleted prior to submission.]

|  |
| --- |
| How to use this checklist:   * During **Stage 3** you will undertake a detailed assessment of options that respond to nationally significant problems and opportunities identified in **Stage 1** and **Stage 2** and document the outcomes in a business case. * We will assess your Stage 3 submission to determine whether you have:   + Defined a shortlist of options that could address the problems and opportunities.   + Applied a **robust and defensible methodology** to analyse the shortlisted options.   + Identified a **preferred option** based on its relative merit, which is recommended in the business case. * The Assessment Framework has been designed to align with other national, state and territory frameworks. **We accept submissions that conform to the relevant state or territory guidelines, so long as they include all the required information as set out in this document**. Before submitting, cross-reference your submission against the **Stage 3 Assessment Criteria and this Submission Checklist** to ensure you have met our requirements. * We encourage you to engage with us as early as you can when developing a proposal, so that we can provide advice to strengthen your submission and clarify any assessment requirements. |

|  |
| --- |
| Key terms:  **Assessment Criteria:** three overarching criteria we use to assess the merit of every proposal, at every stage of the Assessment Framework – Strategic Fit, Societal Impact and Deliverability.  **Program**: a proposal involving a package of projects that are clearly interlinked by a common problem or opportunity. The package presents a robust and holistic approach to prioritise and address the projects, and there is a material opportunity to collaborate and share lessons across states, territories or agencies. The projects can be delivered in a coordinated manner to obtain benefits that may not be achieved by delivering the interventions individually.  **Project:** an infrastructure intervention. A project will move through the stages of project initiation, planning, delivery and completion. A suite of related projects to address a common problem or opportunity will create a program.  **Proponent:** an organisation or individual who prepares and submits infrastructure proposals to us for assessment. To be a proponent of a business case (a Stage 3 submission), the organisation must be capable of delivering that proposal.  **Proposal:** the general term we use for successful submissions to the Infrastructure Priority List, across the key stages of project development, specifically – early-stage (Stage 1), potential investment options (Stage 2) and investment-ready proposals (Stage 3). Proposals that have been delivered would be assessed in Stage 4. |

|  |
| --- |
| Lodging your submission:  Contact us to discuss your proposal before submission and to arrange a secure file transfer facility for your submission. You can contact us via email at [proposals@infrastructureaustralia.gov.au](mailto:proposals@infrastructureaustralia.gov.au) or call us on **02 8114 1900**. |

# Stage 3: Developing a Business Case

## Proposal information

In preparing this document, please refer to the [Stage 3](http://www.infrastructureaustralia.gov.au/publications/assessment-framework-stage-3-developing-business-case) volume of the Assessment Framework and relevant technical guides. If you require any assistance, you can contact us via email at [proposals@infrastructureaustralia.gov.au](mailto:proposals@infrastructureaustralia.gov.au), or by telephone on **02 8114 1900**.

### Document control details

|  |  |  |  |
| --- | --- | --- | --- |
| PROPOSAL NAME[[1]](#footnote-2) |  | PROPONENT ORGANISATION |  |
| VERSION[[2]](#footnote-3) |  | DATE SUBMITTED | DD/MM/YYYY |
| IS THIS PROPOSAL SEEKING: | Infrastructure Priority List evaluation, or  Funded proposal evaluation | NAME OF INTER-RELATED PROGRAM, *IF APPLICABLE*. |  |
| CHANGES FROM PREVIOUS VERSION (IF APPLICABLE) | | | |
|  | | | |

### Prepared by (point of contact for us to engage on specific technical matters)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| NAME |  | JOB TITLE |  | ORGANISATION | |  |
| CONTACT DETAILS | Phone | Mobile | | | Email | |
| DATE | DD/MM/YYYY |  | | | | |

### Approved by (point of contact for formal engagement on the status of the submission)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| NAME |  | JOB TITLE |  | ORGANISATION | |  |
| CONTACT DETAILS | Phone | Mobile | | | Email | |
| DATE | DD/MM/YYYY |  | | | | |

### Stakeholder endorsement for proposal

|  |
| --- |
| Please identify stakeholders you have engaged with in the development of this proposal and their level of support. |

### Confidentiality

|  |
| --- |
| *Please identify if any of the information provided to Infrastructure Australia in this template is confidential. Please provide a brief explanation of the reasons for the request of confidentiality.*  *Information submitted confidentially will not be released or published by Infrastructure Australia without the written consent of the proponent.* |

### Description of proposal

|  |
| --- |
| *Please describe the proposal, clearly identifying the problems and opportunities (from Stage 1) and proposed interventions. Proponents should refer to Section 3 of our Stage 2 volume, which describes our assessment criteria and threshold for determining if the proposal is nationally significant.* |

### Australian Government funding

|  |
| --- |
| *Please identify if Australian Government funding is sought for the proposal and, if so, the status and amount of funding. For example, no Australian Government funding commitment, development PPR approved, construction PPR approved, funding committed by the Australian Government for construction.*  *This information allows us to consider the reasons for submission for the Infrastructure Priority List.*  *If Australian Government funding has been committed for project delivery, we will assess your Stage 3 submission, but it will not be considered for the Infrastructure Priority List.* |

### Infrastructure Priority List

|  |
| --- |
| *Please identify any linked Infrastructure Priority List proposal(s). This information allows us to link business cases with Early-stage Proposals (problems and opportunities) and Potential Investment Options.*  *Please also indicate if this submission is combined with a Stage 1 and/or 2 submission.* |

### State and Territory review

|  |
| --- |
| *Please identify if any state and territory assurance reviews, such as infrastructure advisory body or equivalent, gateway reviews, have been completed, and the status of these reviews.* |

### State and Territory government approval

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| *Please identify if any state and territory approvals and describe the level of support of state or territory governments and the required inputs, approvals or endorsements required for successful project development, delivery and operation.*  *Outline state and territory government official(s) (add rows as necessary)*   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | NAME |  | PHONE |  | EMAIL |  | |

## Stage 3 Submission Checklist

We classify submission documentation as required, recommended or good practice, as described in the table below:

|  |  |
| --- | --- |
| **Classification** | **Description** |
| Required | Proponents must provide evidence justifying their assessment of required items. |
| Recommended | Proponents must consider recommended items and provide supporting evidence justifying if they have not been assessed. |
| Good practice | Proponents should consider these discretionary items as part of good practice, but they may not apply to all projects. |
| Classification | Description |
|  | |

Please complete the submission checklist below, indicating:

* which items have been provided as part of your application
* where the information can be found in the attached documentation.

| **Item** | **Requirement** | | **Name relevant documents you have attached** | **Where can we find that info in the documents (if relevant)** | |
| --- | --- | --- | --- | --- | --- |
| **Proposal information** | | | | | |
| Proposal description | Required | | Included above. Identify any additional information attached. |  |
| Information is finalised (i.e. not draft or identified as subject to change) | Required | |  |
| Information is not out of date (we recommend information is current or less than 3 years old) | Required | |  |
| Confidentiality requirements | Required | |  |
| Please identify if Australian Government funding is sought for the proposal and, if so, the status and amount of funding. | Required | |  |
| State or territory (gateway) review (infrastructure advisory body or equivalent), where relevant | Recommended | |  |
| On Infrastructure Priority List as Early-stage Proposal (Stage 1) or Potential Investment Options (Stage 2) | Good practice | |  |
| Stage 2 assessment complete (or documented robust and defensible options analysis) and included in Stage 3 submission | Required | |  |  |
| Post completion reviews of similar projects | Good practice | |  |  |
| **Step 1: Assess options in detail** | See **Section 2.2** of the[Stage 3](http://www.infrastructureaustralia.gov.au/publications/assessment-framework-stage-3-developing-business-case)volume for more information | | | | |
| Evidence of stakeholder engagement and endorsement | Required | | e.g. Business Case | e.g. Appendix D, Section 3 |
| Options analysis provided, including:   * Base case definition and scope. Where planning reference case is used, justification is provided. * Shortlisted options’ definition and scope | Required | | e.g. CBA report | e.g. Section 2.3 |
| At least two options (in addition to the base case) assessed in the business case.  *Where only one option is considered, we require a Stage 2 assessment or equivalent be completed as part of the business case to demonstrate that the one option is clearly justified and better than the alternatives* | Recommended | | e.g. Excel CBA model | e.g. n/a |
| Inputs/assumptions for costs and benefits for each option and the base case, including:   * List of assumptions * Project concept or scheme design provided to appropriate level of definition * Project cost report provided defining estimate class * Capital cost estimate, including probabilistic P50, expected value and P90 estimates * Operational cost estimate, including operation and routine and periodic maintenance * Underlying demand forecasts with assumptions * Land use, population and employment forecasts * Integrated planning (e.g. land use and transport) * Demand modelling report * Demand model | Required | |  |  |
| Peer reviews:   * Project cost report * Demand modelling * Cost–benefit analysis (CBA) | Recommended | |  |  |
| **Step 2: Determine the preferred option** | See **Section 2.3** of the[Stage 3](http://www.infrastructureaustralia.gov.au/publications/assessment-framework-stage-3-developing-business-case)volume for more information | | | | |
| **Strategic Fit** |  | |  |  |
| State/territory support or approval provided | Recommended | |  |  |
| Alignment with relevant national, state and local government goals, objectives, policies and/or strategic plans | Required | |  |  |
| Provide relevant documents responding to our assessment themes | Required | |  |  |
| **Societal Impact** |  | |  |  |
| Detailed social, economic and environmental assessment (i.e. cost–benefit analysis report) | Required | |  |  |
| CBA model, including:   * spreadsheet breakdown of cost–benefit analysis * calculations (i.e. model is not ‘hard-coded’) * time stream for each benefit and cost component ($m, real, undiscounted) * discounted cash flows ($m, real, discounted) | Required | |  |  |
| Non-monetised costs and benefits clearly articulated, including quantification where possible | Required | |  |  |
| Sensitivity testing | Required | |  |  |
| Real options and/or scenario analysis | Good practice | |  |  |
| Sustainability is explicitly considered, e.g. sustainability report | Good practice | |  |  |
| Resilience is explicitly considered | Good practice | |  |  |
| **Deliverability** |  | |  |  |
| Financial analysis | Required | |  |  |
| Risk assessment | Required | |  |  |
| Environmental approvals | Required | |  |  |
| Other relevant information | Required | |  |  |
| **Step 3: Develop the delivery strategy and operations strategy** | | See **Section 2.4** of the[Stage 3](http://www.infrastructureaustralia.gov.au/publications/assessment-framework-stage-3-developing-business-case)volume for more information | | | |
| Project schedule | Required | |  |  |
| Governance structures | Required | |  |  |
| Risk register and risk management plan | Required | |  |  |
| Change management plan | Recommended | |  |  |
| Delivery and procurement strategy, including market assessment of capability and capacity | Required | |  |  |
| Funding and financing models | Required | |  |  |
| Environmental and planning approvals, in accordance with state or territory requirements, including:   * Status of environmental approvals * Review of Environmental Factors (REF), Environmental Impact Statement (EIS) or equivalent   *If this is not available,* provide the plan for gaining approvals including, at a minimum, identification of major environmental risks and the strategy for mitigating risks (may be included in risk register). | Recommended | |  |  |
| Post Completion Review plan, including:   * timing for the initial and subsequent reviews * metrics to review project outcomes * data organisation, capture and storage requirements * responsibility for:   + capturing and storing the information   + completing the review(s) * approach to measure actual project benefits and costs | Required | |  |  |
| Direct FTE employment numbers | Recommended | |  |  |
| **Step 4: Document the business case** | See **Section 2.5** of the[Stage 3](http://www.infrastructureaustralia.gov.au/publications/assessment-framework-stage-3-developing-business-case)volume for more information | | | | |
| Project options rankings | Required | |  |  |
| Appraisal summary table (for each shortlisted option) | Good practice | |  |  |
| Any other information attached in support of proposal |  | |  |  |

### Program specific requirements [delete this section if proposal is not part of a program]

Where your proposal is part of a program, we require additional information to be included in Stage 3 (business case) submissions, depending on which pathway you have adopted as shown below. See the [Guide to program appraisal](http://www.infrastructureaustralia.gov.au/publications/assessment-framework-guide-program-appraisal) for further information.

| **Item** | **Requirement** | **Name relevant docs you have attached** | **Where can we find that info in the docs (if relevant)** | |
| --- | --- | --- | --- | --- |
| **For Pathway 1 only**  Project business cases for projects that are part of a program | | | | |
| Demonstrate alignment with strategic objectives of the program business case | Required |  |  |
| Program-level analysis to justify the preferred program option (particularly if the program is not already listed on the Priority List at Stage 1 or Stage 2) | Required |  |  |
| Establish economic benefits and outcomes metrics for monitoring how projects contribute to the program | Required |  |  |
| Deliverability assessment, including demonstration of value for money in project delivery through benchmarking and continuous improvement by reviewing projects that have been delivered and identifying learnings to reduce costs for future work packages | Required |  |  |
| Program governance arrangements | Required |  |  |
| Demonstrate relationships to other projects or programs (where they exist) | Required |  |  |
| Program outcomes management plan, including post completion reviews for each project as they are delivered to inform future projects within the program | Required |  |  |

| **Item** | **Requirement** | **Proponent’s attached document** | **Proponent’s attached document reference (if relevant)** | |
| --- | --- | --- | --- | --- |
| **For Pathway 2 only**  Program business cases for an overall program | | | | |
| Clear justification for delivery as a program – that is, by meeting our criteria | Required |  |  |
| Options assessment defining the program options and project makeup in detail   * *Where relevant (for inter-related or ongoing programs)*, the prioritisation framework that will be used on an ongoing basis to select projects | Required |  |  |
| Design maturity sufficient to inform investment decision with regard to the program | Required |  |  |
| Cost maturity sufficient to inform investment decision – sufficient to provide an estimate of program cost | Required |  |  |
| Detailed value-for-money assessment (CBA) and financial assessment | Required |  |  |
| Report economic benefits and outcomes metrics for monitoring the program | Required |  |  |
| Proposed delivery sequence and implementation plan, including deliverability assessment | Required |  |  |
| Details of program governance arrangements | Required |  |  |
| Program-level risks and mitigations, and a plan for how project-level risks will be assessed, monitored and mitigated as the program proceeds | Required |  |  |
| Demonstrate relationships between projects and with other programs (where they exist) | Required |  |  |
| Program outcomes management plan, including post completion reviews for each project as they are delivered to inform future projects | Required |  |  |

1. 1 Title of the underlying problems and opportunities, rather than the anticipated solution. See IPL for examples. [↑](#footnote-ref-2)
2. First issue to Infrastructure Australia should be version 1, with version updated for subsequent submissions. [↑](#footnote-ref-3)