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| Rural Councils Transformation Program |
| Business Case Template  |

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| **Use of this template*** This template is to be used for business case proposals prepared for the *Rural Councils Transformation Program (RCTP)*. Proposals may seek both capital and operational funding from the RCTP within the terms of the RCTP funding guidelines. The template aligns to the Victorian Government’s ‘Short Form Business Case’, which has been tailored to suit the needs and financial reporting practices of rural and regional councils and specific requirements of the RCTP.
* There should only be **one document (business case) per proposal** (not one for each council/public entity involved in the partnering arrangement). There will however in some instances be the need to extract and report data at individual council level.
* Text in shaded boxes is for guidance only. When the business case is complete, remove the guidance notes.
 |

**[Business Case / Proposal Name]**

|  |  |
| --- | --- |
| **Lead council(s) and contact details** | [Name of lead council / public entity] |
| **Member councils / entities** | [Name of member councils / public entities] |
| **Total funding requirements:** | [Detail total funding in allocations over time] |

For convenience the business case assessment criteria are reproduced below from the ‘Rural Councils Transformation Program Funding Guidelines’. The Department of Environment, Land, Water and Planning reserves the right not to award funding in the case that no applications reasonably meet these criteria.

| Criteria | Description | Weighting |
| --- | --- | --- |
| Financial sustainability | Demonstrate how the proposal will deliver efficiencies / savings that will contribute to improved sustainability of involved councils | 35% |
| Quantify the financial benefits of the proposal in annual terms and demonstrate that there will be a positive Net Present Value (NPV) within five years, which will be sustained beyond this period |
| Evidence-based | Clearly articulates the evidence of the need and how the proposal will address this need | 25% |
| Outlines a robust framework for collecting data or other evidence to assess the proposal’s outcomes and, if applicable, to assess its viability as a model that can be replicated or scaled up |
| Impact | Clearly quantifies the expected improvements from current baseline resourcing and service provision levels or council operations that will result from the proposal | 25% |
| Outlines how the proposal project will result in a transformation of significant scale |
| Demonstrates that the proposal project will have a positive impact on rural communities through improving service delivery quality or scope |
| Collaboration | Demonstrates clear and comprehensible partnering arrangement governance arrangements, including roles and responsibilities for project delivery on an ongoing basis\* | 15% |

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# Overview

## Executive Summary

The executive summary should highlight the overall story and key points of the business case including the proposed outcomes that are to be achieved and the drivers for this funding request.

The executive summary may include:

* the problem or issue that the initiative will address;
* what the RCTP program will be buying, over what timeframe and the benefits/outcomes of that investment;
* the merit of the proposal and how it responds to a critical need;
* why this is considered to be the most effective and efficient way to deliver the proposed benefits/outcomes, including return on investment period ie NPV; and
* any additional context (such as interface with other initiatives).

**Tips**

* Local Government Victoria and the RCTP Board need to clearly understand what is being delivered for the requested investment. This should link to performance measures and outcomes. For example, ‘This investment will deliver an additional ‘x’ which will increase response time by ‘y’. This will meet current and forecast demand by ‘z’.
* Where a proposal faces considerable uncertainty, (eg. political, financial, resources) the executive summary and business case should convey options to flexibly deal with that uncertainty.

## 1.2 Summary Statistics

This section provides a high level overview of the key dimensions of the preferred solution.

* This section must clearly articulate the level of RCTP funding being sought and over what time period.
* Deliverables should specify the key services and facilities to be delivered – for example, ‘a’ service for program ‘b’ in 20xx-xx to 20xx-xy, together with the impact on budgets of individual members of the applicant group over the same time horizon. Inclusion of qualitative comments on service standards and accessibility would also assist.
* Performance measure(s) should specify the impact on performance measures from the proposed solution. See Section 4.3.
* If there are multiple deliverables and performance measures, please add additional rows as necessary.
* If the return on investment exceeds five years, please add additional columns as necessary.
* Staff impact should specify the staffing requirements of the proposed solution and match the subtotals in the Staffing requirements table, Section 8.1.

**Tips**

Table links:

* ‘Total operational funds’ of the preferred solution linked to section 6.2;
* ‘Total operational expenditure’ of the preferred solution linked to section 6.1;
* ‘Total capital funds’ of the preferred solution linked to section 6.2;
* ‘Total operational expenditure’ of the preferred solution linked to section 6.1;
* ‘Performance measure impact’ of the preferred solution linked to section 4.3; and
* ‘Deliverables’ of the preferred solution linked to section 7.4.

| ($ million) |
| --- |
| Description  |  |  |  |  |  | 5-year total | Ongoing |
| Total operational funds | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total operational expenditure | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Nett RCTP funds sought** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
| Total capital funds | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Total capital expenditure | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Nett RCTP funds sought**  | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |
| Deliverables – specify |  |  |  |  |  |  |  |
| Performance measure impact – specify  |  |  |  |  |  | n/a | n/a |
| Total existing staff (FTE) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 |
| Total existing staff change (FTE) | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 | n/a | ±0.0 |
| Total existing non-staff (FTE) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | n/a | 0.0 |
| Total non-staff change (FTE) | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 | n/a | ±0.0 |
| **Total Labour (FTE)** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **n/a** | **0.0** |

# 2. Problem identification

## 2.1 Background

* Describe how this problem impacts financial and operational sustainability now and into the future. Any reference in current strategic documents should be acknowledged.
* Outline the existing service volumes, previous/current/future budgets, existing capital base and resource commitments. This might include a discussion on mandatory and discretionary services, current service budget allocations, service distribution and levels, and underlying drivers of those services.
* Any benchmarking of service costs and standards should be used to support the proposition.
* This section should reflect any differences in service intentions of participating councils.
* This section may also introduce providers and stakeholders relevant to the problem.
* Provide details of how this service need is currently addressed:
	1. – who currently delivers similar or related services at the location where they are required (consider both government and non-government providers)?
	2. – how these services are currently provided and measured?

## 2.2 Definition and evidence of the problem

* Clearly state the problem(s)/service need(s) in terms of cause and effect.
* The focus should be on identifying the existing gap that is to be addressed by this proposal and include evidence of the cause (e.g. market failure, social need, lack of economy of scale, business efficiency) and effect of the problem(s)/service need(s), including the extent and nature of demand and the need for investment.
* Describe what approaches have been previously taken to address this problem.
* Quantification in the short and long term and in financial and non-financial terms would be useful evidence supporting the proposal.

**Tips**

* In plain English, explain the problem(s) needing to be solved.
* Present the cause of each problem (e.g. who is affected, and how they are affected).
* Describe the nature of the problem (e.g. whether it is immediate, transitory, ongoing or escalating).
* Provide the evidence of both the cause and effect of the problem. Evidence might include:
	1. – demand forecasts with assumptions;
	2. – key performance indicators (KPIs) on current performance levels; and/or
	3. – facts/examples of the problem.
* Consider the use of performance measures collected under the ‘Know Your Council’ initiative or other such indicators for current performance levels and service demand forecasts (further information available at <https://knowyourcouncil.vic.gov.au/>)

## 2.3 Timing considerations

* Describe why the proposed timing is appropriate and critical to discuss.
* Explain the implications of delaying a response to the defined problem such as:
	1. – continued decline in sustainable capacity
	2. – reductions in the level of service (quality/quantity/timeliness) or rationing will be experienced;
	3. – failure to meet government commitments or legislative requirements;
	4. – requirement for urgent action at additional cost;
	5. – further asset degradation;
	6. – lead time for investment to become operational; and
	7. – any dependencies with related service requirements.
* Any connections to long-term planning documents / targets or commitments (e.g. Council Plans, Strategic Resource Plans).
* Explore whether the problem is suited to a staged response and interface with other programs that may currently be underway.

# 3. Recommended (preferred) solution

## 3.1 Details of recommended solution

* Present the recommended solution, summarising the solution, alternatives considered and the rationale behind its selection.
* Include a clear statement of what will be purchased / delivered and who will provide the service including:
	1. – what will be delivered;
	2. – how many;
	3. – to whom;
	4. – by whom;
	5. – where; and
	6. – over what timeframe.
* How does the solution align to council and the state’s objectives of sustainable rural councils?
* If the submission comprises multiple components, with multiple dependencies, the relationship must be made clear.
* Clearly state your assumptions, costing inputs and supporting evidence.
* Detail the industrial and cultural impacts of the proposed solution. (Consideration should also be given to non-financial measures that support operational sustainability such as enhanced career paths and local economic development)

## 3.2 Partnering – legal / governance arrangements

* Provide a clear statement of the proposed legal form and future governance arrangements of the recommended solution.
* The obligations for each member of the partnering group in the ongoing administration of the legal entity must be clear.

**Tips**

* Members of the applicant group should note the requirements of Section 193 of the *Local Government Act 1989* relating to the use of entrepreneurial powers, in particular the requirements set out in the Ministerial Guideline for Entrepreneurial Powers and the application form located in Appendix B.
* Members of the applicant group should consider, as part of the development of the business case, any implications with regard to Competitive Neutrality Policy which applies to local governments. Information on the Victorian Competitive Neutrality Policy and its application is available on the Victorian Commissioner for Better Regulation website here <http://www.betterregulation.vic.gov.au/Competitive-Neutrality>.

*Examples of partnering arrangements by councils under section 193 of the Local Government Act 1989 include:*

* 1. *i. incorporated associations;*
	2. *ii. proprietary limited and publicly listed companies;*
	3. *iii. incorporated and unincorporated joint ventures;*
	4. *iv. charitable trusts;*
	5. *v. profit share arrangements;*
	6. *vi. companies limited by guarantee with or without a shareholding; and*
	7. *vii. companies with a limited liability with or without a shareholding;*

## 3.3 Evidence of the proposed solution’s effectiveness

Provide evidence to support selection of the proposed solution and demonstrate that the recommended solution offers value for money and can achieve the benefits sought.

**Tips**

* Draw positive and negative conclusions from Sections 4, 5 and 6.

## 3.4 Scalability of the recommended solution

Describe how the recommended solution could be scaled and any potential risks – noting an indicative five year period for a positive NPV.

This should be presented on an individual council basis as well as the collective group and may include but is not limited to:

* presenting modular solutions with clear priorities;
* piloting;
* targeting specific cohorts and then expanding the service more broadly;
* adjusting frequency, quantity or level of service provision; and
* phasing options.

It is assumed that costings and performance measures can be scaled on a pro-rata basis unless otherwise advised.

## 3.5 Alternatives considered

In developing the preferred solution, it is expected consideration would have been given to a range of alternative solutions. Some more feasible than others. Outline alternative options that could address the service need either in full or part. This could include:

* different approaches to achieving the desired outcome (eg. different governance models and/or different implementation models, etc);
* demand management options;
* different combinations of services; and
* alternative service providers or procurement options.

Outline the criteria used to compare these options, and the reason(s) why the preferred option was selected.

## 3.6 Evaluation strategy

Outline the proposed evaluation strategy to measure the effectiveness of this initiative.

This should include milestone reporting on project implementation and project audits as part of normal funding agreements. Project audits are proposed at the end of year two and at the end of year five of implementation.

A strategy should include the following:

* how the initiative will be evaluated to ensure it meets its objectives –
* what information, data collection and evaluation methodology will be used;
* what mechanisms are/will be in place to collect the relevant data;
* how will the evaluation findings be reported and used to inform the success of the initiative; and
* any potential issues with the evaluation that may skew results.

**Tips**

* Link to section 7.4.

## 3.7 What are the implications of a ‘business as usual’ approach?

This section should describe the impact upon individual members of the applicant group.

Outline the reasons why this problem/service need should be addressed. You may include:

* why does this problem/service need to be addressed now (eg. reduce costs, economies of scale, improved service access and quality of services);
* why or how has this project been assigned a greater priority than others;
* how does the proposed initiative align to the published objectives of the respective Council Plans;
* what are the implications for council cash reserves, debt levels or capacity to respond to emergent community needs;
* what benefits will flow to Victorian rural and regional communities that warrant such an investment;
* are there currently mechanisms in place, or have there previously been, to address the problem/service need either partially or fully? If so, how will RCTP involvement improve on these mechanisms; and
* how may the problem/service be addressed through a market-based solution if applicable.

# 4. Benefits

## 4.1 Benefits of recommended solution

This section should clearly outline the benefits Victorian rural and regional communities will receive for the requested investment. Across the partnering group this may include information on:

* the impact this proposal will have on financial sustainability;
* the impact this proposal may have on operational sustainability or organisational capacity in the short to medium/long term;
* impact this proposal will have on the existing service level or quality;
* improved outcomes;
* effectiveness; and
* key high-level economic and social and benefits.

**Tips**

* Use the ‘SMART’ test to confirm benefits (specific, measurable, attainable, relevant and time‑bound).
* Qualitative benefits can include (but not be limited to) links to Council Plans, strategies and/or Government policy commitments.
* Consider the use of performance measures collected under the ‘Know Your Council’ initiative, or other such indicators, for current performance levels and service demand forecasts (further information available at <https://knowyourcouncil.vic.gov.au/>)

## 4.2 Historical service performance

Identify the historical service performance measures that this initiative will contribute to in the future. Include all measures, regardless of whether the target will change as a result of this proposal.

Add table rows if there are multiple measures.

**Tips**

* Consider the use of performance measures collected under the ‘Know Your Council’ initiative, or other such indicators, for current performance levels and service demand forecasts (further information available at <https://knowyourcouncil.vic.gov.au/>)
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Performance measure  | Unit of measure | 2017-18(Actual) | 2018-19(Budget) | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) |
| Service: [insert description] |
| Performance measure name - result |  |  | N/A | N/A | N/A | N/A | N/A | N/A |
| Performance measure name - target |  |  |  |  |  |  |  |  |
| Service: [insert description] |
| Performance measure name - result |  |  | N/A | N/A | N/A | N/A | N/A | N/A |
| Performance measure name - target |  |  |  |  |  |  |  |  |

## 4.3 Estimated impact on service performance measures and sustainability

For all funding arrangements, it is a requirement to outline the expected impact on performance and services provided to Victorian rural and regional communities.

* Please specify:
	1. – the impact on performance measures indicating both the changes relative to current levels and the timing of that impact; and/or
	2. – **new** performance measures indicating the measures and the timing of that impact.
* Specify the source of performance data for all measures and whether data can be collected in a timely manner to enable reporting of benefit delivery.

**Tips**

* Define the measures and key performance indicators that will show whether the benefits have been delivered. Where a measure does not currently exist to adequately reflect the benefit of the requested investment, a new measure should be proposed.
* Consider the use of performance measures collected under the ‘Know Your Council’ initiative, or other such indicators, for current performance levels and service demand forecasts (further information available at <https://knowyourcouncil.vic.gov.au/>)
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.
* It is assumed that performance measures can be scaled on a pro-rata basis unless otherwise advised.
* Include a summary in Appendix C and make reference to this.

|  |  |  | Baseline | Change in target from section 4.2 if proposal is endorsed |
| --- | --- | --- | --- | --- |
| Performance measure | Existing/New | Unit of measure | 2018-19(Budget) | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) |
| Service: [insert description] |  |
| Performance measure name – specify |  |  |  |  |  |  |  |  |
| Performance measure name – specify |  |  |  |  |  |  |  |  |
| Performance measure name – specify |  |  |  |  |  |  |  |  |
| Service: [insert description] |  |
| Performance measure name – specify |  |  |  |  |  |  |  |  |
| Performance measure name – specify |  |  |  |  |  |  |  |  |
| Performance measure name – specify |  |  |  |  |  |  |  |  |

# 5. Current Council Service(s) Delivery

## Revenue history and forecasts (‘business as usual’)

To enable an adequate assessment of the proposed solution it is important to be clear on current service standards and the costs of providing these services.

* Provide details of the revenue sources for service(s).
* This information should align with existing Strategic Resource Plan forecasts.
* If the current service(s) arrangements have proposed new revenue streams or additional revenue over the life of the Strategic Resource Plan then this should be clearly articulated.
* New revenue items should contain the name of the service and source of funding (e.g. service x, 20xx-xx Budget).

**Tips**

* One data table for each individual member of the partnering group.
* It is acknowledged that ‘Loan funds’ and ‘Internal reserves’ would not normally be considered revenue items in a local government environment. The inclusion here is to enable a more accurate NPV analysis.
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.

| ($ million) |
| --- |
| Revenue | 2017-18(Actual) | 2018-19(Budget) | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. User fees and charges
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Specific purpose Operating Grants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Proceeds of sale/ leaseback
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Internal reserves
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Loan funds
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. User fees and charges
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Specific purpose Operating Grants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Proceeds of sale/ leaseback
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Internal reserves
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Loan funds
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

## 5.2 Expenditure history and forecasts (‘business as usual’)

Provide details of the expenditure for service(s).

* Proposed expenditure levels should be extracted from existing Strategic Resource Plans adopted by participating councils.
* Any existing strategy to significantly vary the services being delivered over the life of the Strategic Resource Plan should be clearly identified.

**Tips**

* One data table for each individual member of the partnering group.
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.

| ($ million) |
| --- |
| Operational Expenditure | 2017-18(Actual) | 2018-19(Budget) | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Staffing (including on costs)
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contractor/ Consultants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. External Service Providers
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Operating
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Plant, Vehicles & Equipment
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Materials and Consumables
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Imputed Accommodation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contribution to Corp. governance
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Annualised cost of capital
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Staffing (including on costs)
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contractor/ Consultants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. External Service Providers
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Operating
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Plant, Vehicles & Equipment
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Materials and Consumables
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Imputed Accommodation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contribution to Corp. governance
 |  |  |  |  |  |  |  |
| 1. Annualised cost of capital
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

| ($ million) |
| --- |
| Capital Expenditure | 2017-18(Actual) | 2018-19(Budget) | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Capital component ‘a’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Capital component ‘b’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contingency/Risk allocation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Capital component ‘a’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Capital component ‘b’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contingency/Risk allocation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

## 5.3 Return on investment

A full NPV assessment of the partnering group’s ‘business as usual’ must be prepared in support of the business case.

* All underlying assumptions must be adequately disclosed in the costings spreadsheet attached to this submission.
* Include figures in Appendix C as prompted and make reference to this.

# 6. Revenue sought for the recommended solution

To enable the detailed assessment of the recommended solution it is necessary to undertake a comprehensive NPV analysis of expenditure, revenues and contributions (ie. RCTP grant).

## 6.1 Expenditure forecasts

Provide details of all expenditure for the new service(s) arrangements including expected establishment costs.

* A detailed costings spreadsheet, including all cost assumptions for each service component of the initiative, is required to be attached to this submission.
* If the submission comprises multiple service components, please provide information for each service component separately and ensure that each component is clearly labelled.

**Tips**

* One data table for the partnering group.
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.

| ($ million) |
| --- |
| Operational Expenditure | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) | 5-year total | Ongoing |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Staffing (including on costs)
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contractor/ Consultants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. External Service Providers
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Operating
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Plant, Vehicles & Equipment
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Materials and Consumables
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Imputed Accommodation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contribution to Corp. governance
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Annualised cost of capital
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Staffing (including on costs)
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contractor/ Consultants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. External Service Providers
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Operating
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Plant, Vehicles & Equipment
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Materials and Consumables
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Imputed Accommodation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contribution to Corp. governance
 |  |  |  |  |  |  |  |
| 1. Annualised cost of capital
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

| ($ million) |
| --- |
| Capital Expenditure | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) | 5-year total | Ongoing |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Capital component ‘a’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Capital component ‘b’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contingency/Risk allocation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. Capital component ‘a’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Capital component ‘b’
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Contingency/Risk allocation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

## 6.2 Proposed revenue sources and alternatives

Describe proposed funding sources for the ongoing delivery of the proposed new service(s) arrangements:

* potential contributions from others (e.g. other levels of government, private sector);
* any decisions regarding full or partial cost recovery options, revenue offsets or new revenue sources;

If the initiative is proposed to include some offsets/internal reprioritisation of funding by members of the applicant group, include:

* a description of the offset/internal reprioritisation;
* the reason(s) why this offset/internal reprioritisation has been selected including the likelihood of this being achieved or how it has been calculated;
* how this internal reprioritisation is being achieved (i.e. what efficiencies are being introduced, what is being discontinued or reallocated and what is the impact on service delivery/outputs); and
* the impact of the offset/internal reprioritisation on performance measures and delivery of commitments.

**Tips**

* One data table for each individual member of the partnering group.
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.

| ($ million) |
| --- |
| Revenue | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) | 5-year total | Ongoing |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. User fees and charges
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Specific purpose Operating Grants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Proceeds of sale/ leaseback
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Internal reserves
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Loan funds
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Service: [insert description] |  |  |  |  |  |  |  |
| 1. User fees and charges
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Specific purpose Operating Grants
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Proceeds of sale/ leaseback
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Internal reserves
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Loan funds
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

## 6.3 RCTP grant sought

Evidence is to be provided that details the quantum and timing of payments that are required for the successful implementation.

Describe in detail the outputs of the grant funding.

Indicate current revenue estimates related to this initiative.

**Tips**

* One data table for each individual member of the partnering group.
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.

| ($ million) |
| --- |
| RCTP Grant | 2019-20(Forecast) | 2020-21(Forecast) | 2021-22(Forecast) | 2022-23(Forecast) | 2023-24(Forecast) | 5-year total | Ongoing |
| **RCTP grant proceeds** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| Service: [insert description] |  |  |  |  |  |  |  |
| **RCTP grant budget allocation** |  |  |  |  |  |  |  |
| 1. Staffing – management / admin
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Accommodation
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Consultancies
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Training and Development
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Legal
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Leases
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Other direct council resources
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Capital** |  |  |  |  |  |  |  |
| 1. Vehicles
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Equipment
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Software
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Hardware
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. {Description]
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Service: [insert description] |  |  |  |  |  |  |  |
| **RCTP grant budget allocation** |  |  |  |  |  |  |  |
| 1. Staffing – management / admin
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Accommodation.
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Consultancies
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Training and Development
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Legal
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Leases
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Other direct council resources
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| **Capital** |  |  |  |  |  |  |  |
| 1. Vehicles
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. Equipment
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Software
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. IT Hardware
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 1. {Description]
 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Sub-total | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
|  |  |  |  |  |  |  |  |
| **Total** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** | **0.000** |

## 6.4 Return on investment

A full NPV assessment of the partnering group’s ‘recommended solution’ must be prepared in support of the business case.

* All underlying assumptions must be adequately disclosed in the costings spreadsheet attached to this submission.
* Include figures in Appendix C as prompted and make reference to this.

# 7. Deliverability

## 7.1 Assessment and management of risks and sensitivities

Provide a detailed risk assessment of the recommended solution, outlining key risks.

Describe how the risks will be mitigated, including management strategies and exit considerations.

The risks may highlight the need for a flexible approach to the investment, e.g. where the uncertainties may be resolved at a point in time (e.g. success or failure of a pilot study) and flexibility can be built in to allow an informed decision at this time (e.g. whether to proceed with the full investment).

Include an overview of proposed new service(s) arrangements for ongoing risk monitoring and management.

Provide an overview of the likely impact on key stakeholders, and outline their position in relation to the project. Describe how these stakeholders will be engaged and proposed communication / change management strategy.

Include any material implementation risks.

**Tips**

In identifying the key risks to consider, the following is a (non-exhaustive) list of risk categories: change in law/policy; commercial; completion; contractual; demand; economic; environmental; financial; implementation; management; organisational; political; private sector; regulatory; supply; technological and workforce.

## 7.2 Impacts

Outline the impacts and opportunities of the proposal and identify any significant issues, this could include (but not limited to):

* Social impacts;
* Economic impacts (e.g. workforce participation, unemployment);
* Climate change impacts;
* Regulatory impacts;
* Environmental impacts;
* Charter of Human Rights and Responsibilities; and
* Regional impacts.

**Tips**

* Include a summary in Appendix C and make reference to this.

## 7.3 Readiness and implementation process

Provide an overview of the preferred solution’s readiness for implementation as planned, this may include:

* Definition of the scope of the preferred solution;
* Deliverability within the proposed project cost and phasings;
* The capacity and skills to deliver this project and cope with the increased workload;
* Market conditions and capacity (e.g. workforce, skills shortage); and
* Other factors (e.g. legislative changes required).

Describe the proposed implementation process including managing:

* organisational change;
* stakeholders;
* risks and issues (e.g. timeliness, budget, knowledge management, governance);
* procurement;
* benefits; and
* any other factors that may constrain achieving full implementation within the proposed timeline.

**Tips**

* Members of the applicant group should note the requirements of Section 186 of the *Local Government Act 1989* with regards to any procurement anticipated as part of development of the business case and implementation. It is a requirement of the RCTP that individual procurement policies and the requirements of the *Local Government Act 1989* be adhered to in any procurement.
* Applications for exemption from the tender requirements of the Act will be considered following the same criteria and requirements for exemption that apply to all local governments. The details of the process and the application form are provided here <https://www.localgovernment.vic.gov.au/strengthening-councils/procurement>.

## 7.4 Timelines and milestones

* Outline the timelines for this initiative for both operational and capital elements, including details of key implementation components or project milestones. This should include both the forecast start and end dates.
* List the major milestones and deliverables and their delivery timelines including:
	1. – an outline of the high-level project schedule;
	2. – if the rollout is staged, specify the details (e.g. 30% of target cohort will receive the service by December 2018, 60% by December 2019); and
	3. – advice on public communication of project timelines (to be consistent with communications strategy).
* If this initiative has multiple components, insert additional rows and specify the timelines for each component separately.

**Tips**

* Timelines and milestones of capital elements should include:

1. Tender release – date for the request for tenders is expected to be released to market.

2. Contract signing – date the contract for both parties is expected to be signed.

3. Build commencement – date the asset development is due to commence.

4. Build completed – date asset development is due to be completed and handed over.

5. Operations commenced – date the asset is due to commence delivery of services.

|  |  |
| --- | --- |
| Implementation component/key milestone | Timeline |
|  |  |
|  |  |
|  |  |

# 8. Staffing requirements

## 8.1 Staff/Contractors

* Estimate the number of staff that will be employed under this initiative. Numbers entered should be full time equivalents (FTE) to one decimal place.
* If this initiative has multiple components, insert additional rows and specify the staffing for each component separately.
* Specify where staff will be located, stating all material assumptions.

**Tips**

* As a guide, staff are classified as follows:
	1. – *Front line* – client-facing roles;
	2. – *Back office* – non-client-facing roles; and
	3. – *Contractor* – individuals engaged to undertake work that would or could be regarded as normally undertaken by an employee.
* If the submission is comprised of multiple service components, provide information for each service component separately and ensure that each component is clearly labelled. Also ensure information provided throughout this document is consistently presented in these service components.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Functional category |  | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Ongoing |
| New staff  | Frontline | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 |
|  | Back office | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 |
|  | Contractor | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 | ±0.0 |
| **Subtotal**  |  | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| Existing staff | Frontline | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
|  | Back office | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
|  | Contractor | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Subtotal** |  | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| Non staff (specify category  | Frontline | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Back office | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
|  | Contractor | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Subtotal** |  | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| Total staff |  | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

# 9. Other relevant information

Provide information on any factors not addressed elsewhere in this submission that may impact on the department’s ability to deliver the initiative as stated, or that should be considered by ERSC in making a funding decision.

# 10. Attachments

Attach the following documents to the submission.

* Detailed costings of all components of the initiative, in Microsoft Excel with a summary overlay incorporating the worksheet provided;
* Resolutions from all members of the applicant group to implement a successfully funded business case.

Other supporting documentation, as considered relevant to the initiative, such as
(but not limited to):

* [Investment Concept Brief](https://www.dtf.vic.gov.au/investment-management-standard/facilitator-guidance-and-templates);
* [Investment Logic Map](https://www.dtf.vic.gov.au/investment-management-standard/facilitator-guidance-and-templates); and
* [Benefit Management Plan](https://www.dtf.vic.gov.au/investment-management-standard/facilitator-guidance-and-templates)
* [Strategic Assessment](https://www.dtf.vic.gov.au/investment-management-standard/facilitator-guidance-and-templates).

# Appendix A – Checklist

| Initiative title: | Rural Councils Transformation Program business case template | Yes |
| --- | --- | --- |
| Department: | [Company] |  |
| 1. | Is the problem clearly defined? |[ ]
| 2. | Is it clear what the RCTP is purchasing? |[ ]
| 3. | Are the links to policy(ies) and contributions explicit? |[ ]
| 4. | Are impacts on performance measures specified? |[ ]
| 5. | If the submission has multiple components, have these been described separately and is the impact of each component clearly articulated in the costings, staffing and performance measures sections? |[ ]
| 6. | Has Local Government Victoria (LGV) been engaged on the development of the draft business case? |[ ]
| 7. | Has the *Business case* been completed in the form of the business case template? |[ ]
| 8. | Have costings been agreed with LGV? |[ ]
| 9. | Have detailed costings been provided in Excel? |[ ]

# Appendix B – Ministerial Guideline for Entrepreneurial Powers / Application Form

The following attachments accompany this document.

1. Entrepreneurial Powers Ministerial Guideline
2. Application for Ministerial Approval for the Exercise of Entrepreneurial Powers
3. Application for Ministerial Approval for the Exercise of Entrepreneurial Powers – Explanatory Notes

# Appendix C – Benefits Summary

|  |  |  |
| --- | --- | --- |
|  | Option 1:Existing service(s) arrangements | Option 2:Recommended new service(s) arrangements |
|  | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Ongoing | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Ongoing |
| Analysis period (years) | 5 years | N/A | 5 Years | N/A |
| Capital costs ($m) |  |  |  |  |  |  |  |  |  |  |  |  |
| Operational costs ($m) |  |  |  |  |  |  |  |  |  |  |  |  |
| **Cost-Benefit Analysis (of monetised costs and benefits)** |
| Discount factor |  |  |  |  |  | N/A |  |  |  |  |  | N/A |
| Present value of benefits ($m) |  |  |  |  |  | N/A |  |  |  |  |  | N/A |
| Present value of costs ($m) |  |  |  |  |  | N/A |  |  |  |  |  | N/A |
| Net Present Value ($m) |  | N/A |  | N/A |
| Other important considerations |
| **Scenario analysis (in NPV)**Pessimistic scenario ($m)Optimistic scenario ($m) |  | N/A |  | N/A |
| Non-monetisable disbenefits/benefits (e.g. small, med., large) |  | N/A |  | N/A |
| Impacts(e.g. small, med., large) |  | N/A |  | N/A |
| Preferred option |
| Provide a summary to justify the preferred option. |  |  |