

# Business Case Development Framework

Release 3.1

The Business Case Development Framework—Release 3.1 supports the development of robust business case analysis for infrastructure proposals.

## OVERVIEW

The Business Case Development Framework (BCDF) ensures a consistent and rigorous approach to proposal development, enabling decision-makers to compare investment opportunities.

The BCDF guides business case investment proposals through three stages:

**STAGE 1**  
Strategic Assessment - conception

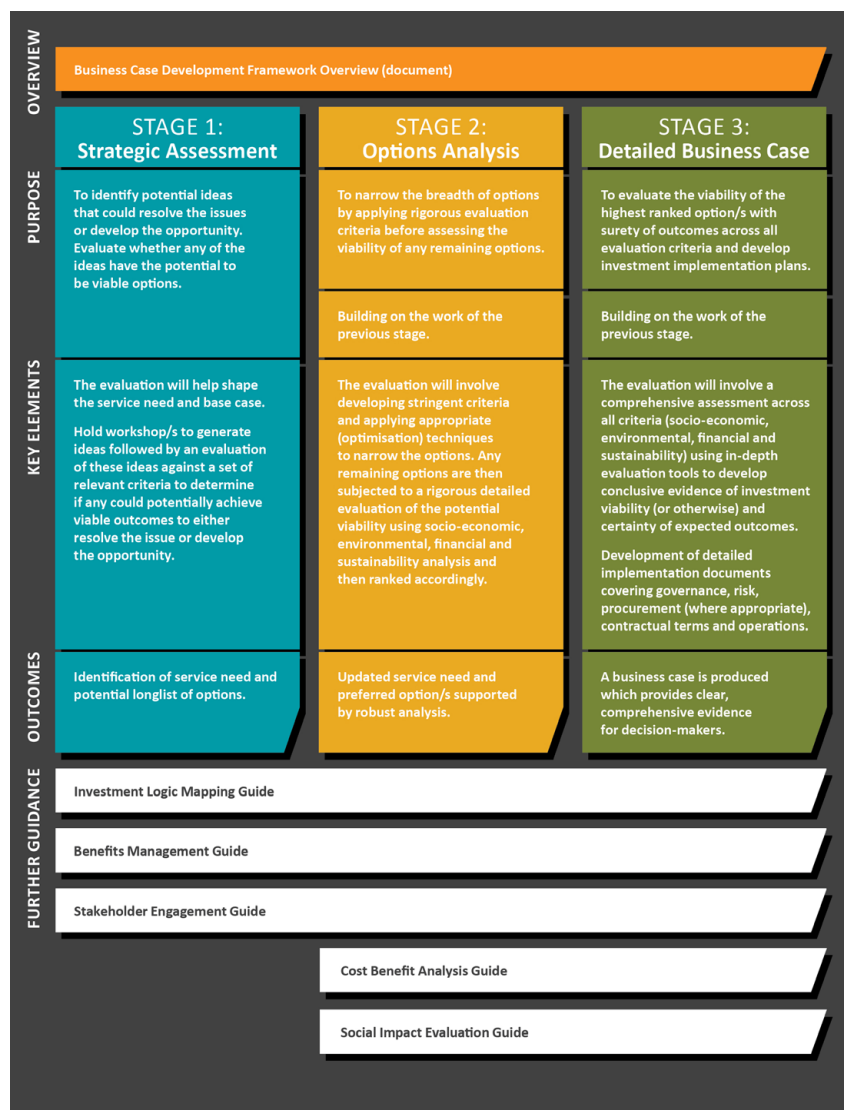
**STAGE 2**  
Options Analysis - generating and analysing options

**STAGE 3**  
Detailed Business Case - detailed analysis of the preferred options/s.

Supplementary guides are available for each of these stages.

Building on the Queensland Government’s Project Assessment Framework, the BCDF integrates with frameworks and infrastructure investment systems at both state and national levels.

Importantly, the BCDF is scalable and can be applied to all infrastructure proposals. It provides fit-for-purpose guidance recognising the different needs, assumptions and considerations for business case analysis.



<sup>1</sup> Substantive changes to the BCDF occurred in 2020 (Release 3). Release 3.1 in 2024 adds enhanced guidance on: place-based analysis; design, cost and risk analysis; and value creation and capture funding and financing analysis.

## BCDF—RELEASE 3

The major change to the BCDF since Release 2 is the separation of guidance from template material. Practitioners can now download Word templates for each of the stages of the business case development process. Further, a new stakeholder engagement guide has been developed tailored to infrastructure proposal development.

Contemporary naming conventions have also been applied to reflect the activity during the stage of development and to better align with the Queensland Government's Project Assessment Framework. These changes are outlined in the table (see top right).

## KEY CHANGES FOR PRACTITIONERS

Release 3 does not require business case practitioners to adopt a new way of developing business cases. It does however require additional end-to-end analysis be undertaken considering the portfolio, program and project context of investment proposals, including the need for whole-of-life, whole-of-system and whole-of-state impacts.

To ensure the service need is investigated up-front—before solutions are identified—additional analysis is required to articulate the service need during investment logic mapping workshops and how the key problems/opportunities are analysed. Using an independent accredited facilitator to run investment logic mapping workshops is recommended.

Other areas of focus include additional risk management considerations, including identifying and treating risks associated with stakeholder engagement, and considering climate change and how infrastructure sustainability and resilience concepts are incorporated into business case analysis.

### NEW (RELEASE 3)

**STAGE 1:** Strategic Assessment

**STAGE 2:** Option Analysis

**STAGE 3:** Detailed Business Case

### FORMER (RELEASE 2)

Strategic Business Case (SBC)

Preliminary Business Case (PBC)

Detailed Business Case (DBC)

## SUPPLEMENTARY GUIDES

### Cost Benefit Analysis Guide

The contemporary cost benefit analysis guide continues to provide a 'how to' guide to cost benefit analysis evaluation, offering a more transparent, rigorous approach to assessing and documenting analysis for investment proposals.

- » Emphasis is placed on the logical and methodical approach to develop a cost benefit analysis incorporating relevant evidence-based material.

### Investment Logic Mapping Guide

Investment logic mapping is a concept established to ensure robust discussion and up-front thinking is undertaken and documented, before identifying proposal solutions and making investment decisions.

- » Emphasis is placed on the program and portfolio approach to a proposal's whole-of-system impact, including whether the need is being addressed through other programs.

### Benefits Management Guide

Starting with the end in mind is critical to effective benefits management. The approach focuses on benefits management over a proposal's lifecycle, from conceptualisation to delivery.

- » Emphasis is placed on the importance of governance and change-management activities, and embedding benefits management into business as usual. Enhanced guidance on benefits realisation is incorporated in this guide, along with criteria to assist with collecting, analysing and comparing benefits data.

### Social Impact Evaluation Guide

The relationship between the social impact evaluation, risk management, benefits management, sustainability, reference design and other elements of a business case features in this guide.

- » Emphasis is placed on the connection between the social impact evaluation with other analyses and the importance of working collaboratively within business case teams to ensure all participants add value and analysis is complementary and consistent.

### Stakeholder Engagement Guide

A new Stakeholder Engagement Guide has been developed to assist business case practitioners in developing and implementing communication and stakeholder engage. Emphasis is placed on communication with infrastructure users and providers to improve infrastructure outcomes. The guide is based on the principle that effective stakeholder and community engagement increases transparency of decision-making.

## FURTHER INFORMATION

The Queensland Government hosts information sessions to share and develop knowledge. If you are interested in attending a session please contact us.