

Infrastructure Proposal Assurance Framework v2.6 December 2025

The Department of State Development, Infrastructure and Planning connects industries, businesses, communities and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

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1.0 Introduction

Investing in the right infrastructure at the right time underpins economic growth and social outcomes, supports jobs, and creates long-term prosperity for all Queenslanders. The Infrastructure Proposal Assurance Framework (the Framework) supports government infrastructure decision-making through the application of assurance activities to infrastructure proposal development.

When leading the development of major infrastructure proposals, agencies are required to use the Business Case Development Framework (BCDF), unless otherwise directed by the Minister for Infrastructure. The BCDF guides investment proposals through three stages of development as depicted in Figure 1.

This Assurance Framework applies to all stages of infrastructure proposal development detailed in the BCDF.

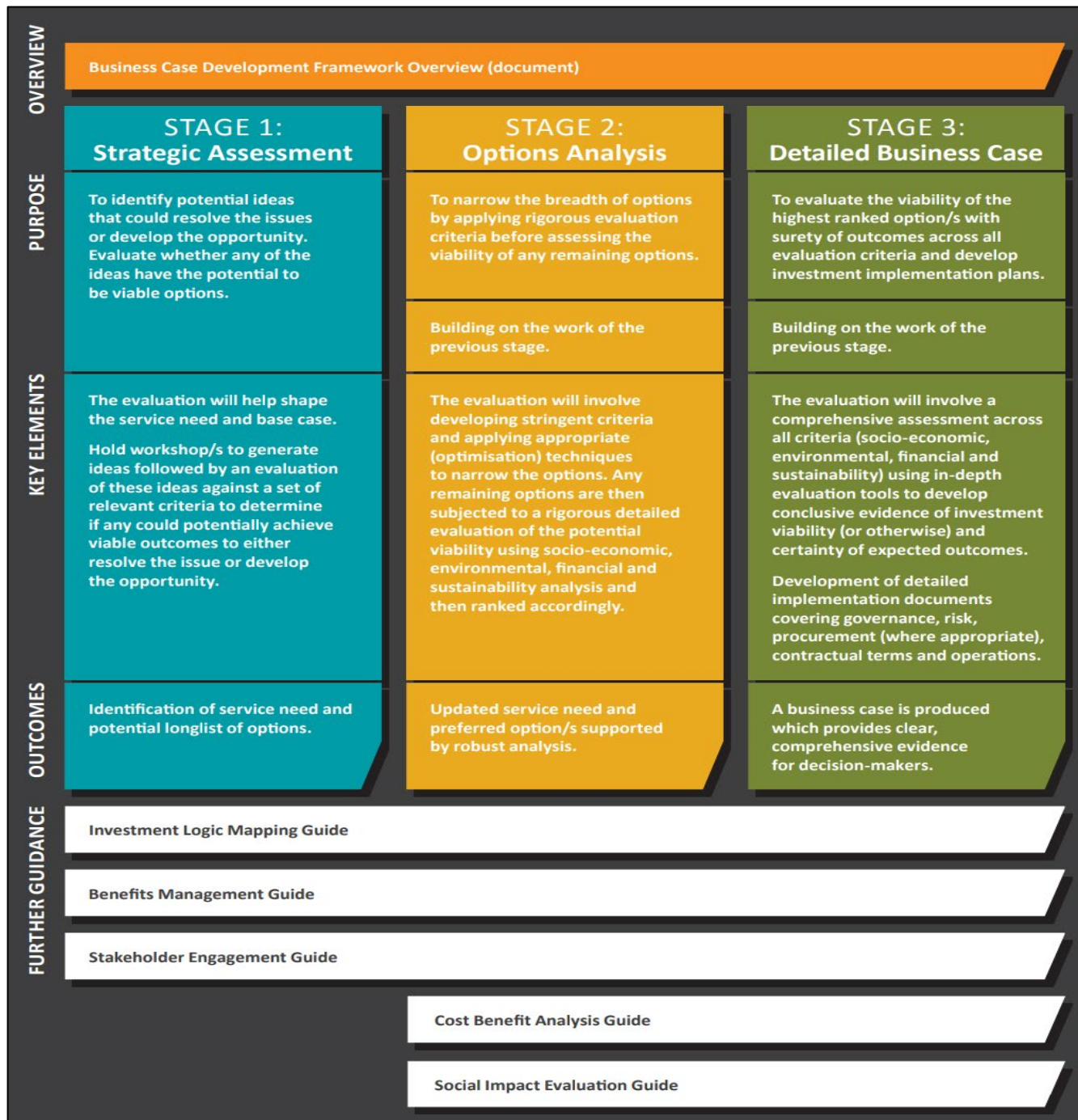


Figure 1: Stages of infrastructure proposal development

Assurance activities aim to:

- Maximise business case quality by ensuring risks related to process and content are addressed during business case development
- Minimise time and cost risks associated with the development of the business case
- Ensure business case development benefits from previous projects' learnings and minimises risks to government for project delivery and operations that can be addressed during business case development.

Additionally, assurance activities provide confidence that:

- the infrastructure proposal responds to a clearly defined problem and/or opportunity
- analyses are fit for purpose
- data supporting the analyses are accurate, valid and reasonable.

Assurance planning should be completed prior to any project management or governance activities as the outcomes of the assurance planning process will influence the design of the infrastructure proposal development's governance arrangements, project resourcing strategy, program, timeframe and budget. The links between assurance planning and project management planning is illustrated in Figure 2.

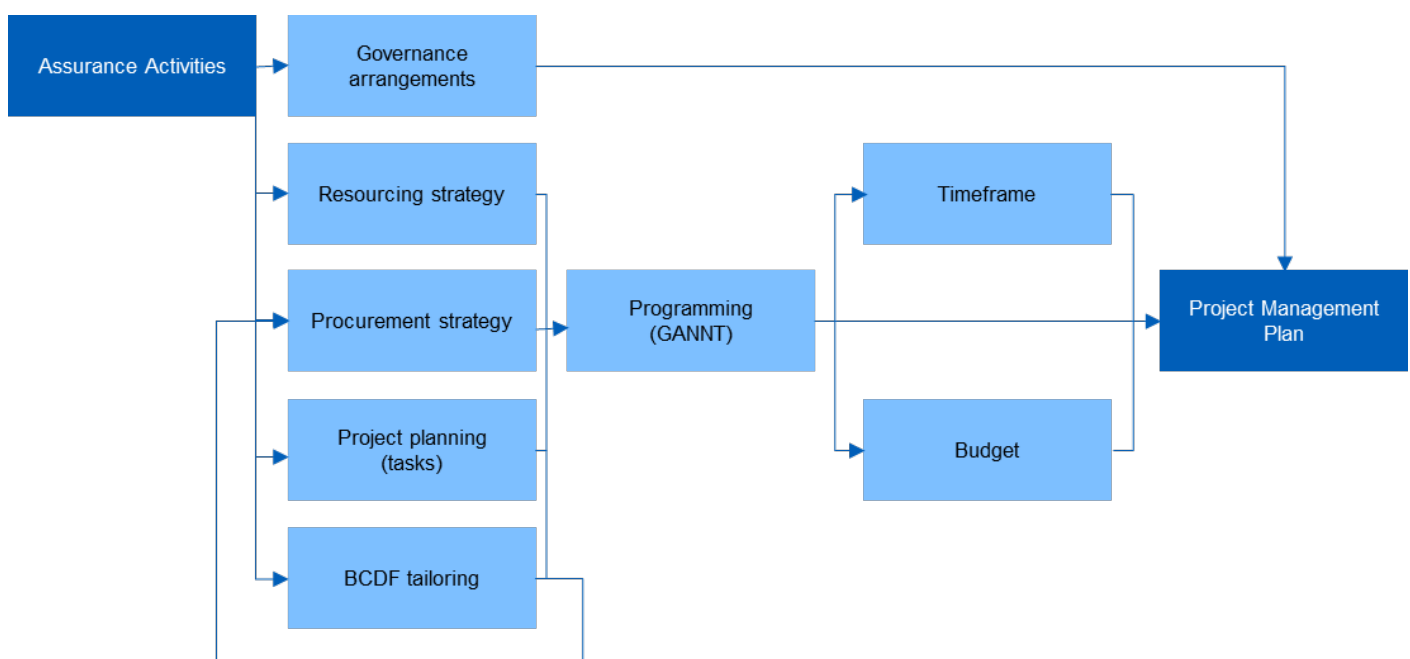


Figure 2: Assurance and project management planning

2.0 Roles and responsibilities

When developing infrastructure proposals, agencies are responsible for applying assurance activities in accordance with this Framework.

While the owner agency is primarily responsible for leading assurance activities, Table 1 outlines the roles and responsibilities of key stakeholders.

The Department of State Development, Infrastructure and Planning (DSDIP) provides fit-for-purpose proposal-level assistance and assurance advice to enable agencies to prepare robust and independently verified analysis of infrastructure proposals. In accordance with the Infrastructure Proposal Development Policy, the level of DSDIP involvement and support agreed with the responsible agency will vary from light, moderate or significant depending on the requirements of the proposal and needs of the agency. In consultation with agencies, DSDIP will determine the type and level of support an agency needs to develop an infrastructure proposal and the type of assurance advice and oversight to be provided by DSDIP

Table 1: Roles and responsibilities

Assurance element	Assurance Partner		
	Responsible Agency	Department of State Development, Infrastructure and Planning	Queensland Treasury / The Department of the Premier and Cabinet
Preparatory work and governance	<ul style="list-style-type: none"> • Liaise with DSDIP to determine appropriately scaled and targeted arrangements for application of the BCDF and Assurance Framework. • If required, and in partnership with DSDIP undertake a gateway review prior to commencing the next stage. • Draft the Terms of References (ToRs) for PSC and relevant working groups e.g. PWG (in consultation with DSDIP, DPC and Treasury). • Present ToR to PSC/PWG for consideration and endorsement. • Seek approval for next stage commencement through the appropriate authorising environment, noting this will vary based on the stage and funding arrangements of each proposal. 	<ul style="list-style-type: none"> • In consultation with agencies, determine the type and level of support an agency needs to develop an infrastructure proposal and the type of assurance advice and oversight to be provided by DSDIP. • Determine role of DSDIP in PWG and PSC, ranging from PSC observer to active member of PWG and PSC depending on the agency needs and the infrastructure proposal characteristics. • Provide guidance/input (including templates) to establish governance arrangements, draft TORs, and reviews through PSC/PWG participation. • Chair the Infrastructure Proposal Development Advisory Committee. 	<ul style="list-style-type: none"> • Approve ToRs through PSC/PWG participation and endorsement. • Support the implementation of the Infrastructure Proposal Development Policy through representation on the Infrastructure Proposal Development Advisory Committee.
Assurance Plan and Assurance Report	<ul style="list-style-type: none"> • Liaise with DSDIP on assessment of key project and proposal impacts/risks, including the identification of key areas of impact that may require assurance activities (such as external peer review). 	<ul style="list-style-type: none"> • Provide guidance/input (including templates) to draft Assurance Plan including advice on which assurance activities and peer reviews are required based on impact assessment. 	<ul style="list-style-type: none"> • Approve draft Assurance Plan through PSC/PWG. • Review and approve Assurance Report through PSC/PWG.

Assurance element	Assurance Partner		
	Responsible Agency	Department of State Development, Infrastructure and Planning	Queensland Treasury / The Department of the Premier and Cabinet
	<ul style="list-style-type: none"> • Draft Assurance Plan (in consultation with DSDIP, DPC/Treasury). • Present Assurance Plan to PSC/PWG for consideration and endorsement. • Project/BCMS team prepares Assurance Report documenting assurance activities and outcomes. 	<ul style="list-style-type: none"> • Review and approve Assurance Plan through PSC/PWG. • Review and approve Assurance Report through PSC/PWG. 	
Peer Reviews, PSC reviews and PWG engagement	<ul style="list-style-type: none"> • Scope of work prepared by advisor (BCMS)/responsible agency, reviewed by PWG/PSC. • Coordinate procurement of peer reviewers (with PWG reviewing scope of work) – engage early to undertake methodology review at beginning of analysis and review of results near completion (PWG reviews PR outputs and close-out processes). • Ensure that the infrastructure proposal and any reports on assurance activities are amended to address any PWG and peer review concerns. 	<ul style="list-style-type: none"> • Assist (through the PWG/PSC) in identifying required peer reviews during the development of the Assurance Plan. • Provide guidance/input (including templates) to support engagement of peer reviewers. • Review peer reviewer outputs through the PSC/PWG. • Assist (through the PWG) in addressing peer review findings in the proposal. • Participate in PWG review activities. 	<ul style="list-style-type: none"> • Review scope of works and peer review outputs through PSC/PWG. • Active participation in PWG review activities.

Assurance element	Assurance Partner		
	Responsible Agency	Department of State Development, Infrastructure and Planning	Queensland Treasury / The Department of the Premier and Cabinet
Gateway Review	<ul style="list-style-type: none"> Coordinates Gateway Review planning and interviews. SRO involvement in gateway review (planning meeting and daily debriefs). Project team provides planning presentation and project information for Gateway Review panel. Project team ensures gateway review findings are considered/addressed for final stage report and any assurance report (with reporting on how items are addressed provided to PWG/PSC). 	<ul style="list-style-type: none"> Provide templates and guidance/input on timing and proposed resources for the review. Support responsible agency to ensure gateway review findings are considered/addressed for final stage report and any assurance report. May perform joint SRO role (along with the responsible agency) for the gateway review. 	<ul style="list-style-type: none"> Queensland Treasury manages the gateway review process, including appointment of the review panel.
BCDF alignment	<ul style="list-style-type: none"> Discuss scope of BCDF alignment review with PWG/PSC subject to the tailoring of BCDF (analysis) as required for individual proposals. Undertake BCDF alignment review throughout the full lifecycle of the analysis, using the template provided by DSDIP. 	<ul style="list-style-type: none"> Provide BCDF alignment review template to responsible agency. Provide advice on BCDF application, through engagement in PWG and PSC. 	<ul style="list-style-type: none"> Provide advice through the PWG/PSC.

3.0 Proposal impact assessment

A risk-based approach is utilised to determine the nature and extent of assurance activities to be applied to proposal development and the degree of assistance and assurance advice provided by DSDIP. There are four steps to establishing assurance activities (refer Figure 3):

1. Identify high-risk impacts (Complexity, Consequences and Capability)
2. Rate the impacts
3. Identify relevant assurance activities
4. Prepare an Infrastructure Proposal Assurance Plan.



Figure 3: Process for establishing assurance activities

As noted, assurance planning is to be completed during proposal development preparatory work as it influences the design of the governance arrangements, project resourcing strategy, program, timeframe and budget.

Assurance activities are undertaken across the entire lifecycle of proposal development. Key assurance steps within a stage of development are outlined in Table 2.

Table 2: Key assurance steps throughout a proposal stage

Component of stage	Outcomes
Planning/preparatory work	<ul style="list-style-type: none"> • Assessment of need confirmed. • Assurance Plan prepared detailing the assurance activities to be undertaken. • Assurance Plan is presented for endorsement by SRO and approval by the PSC and other bodies if required (e.g. internal agency governance committee). • Analysis and outcomes from previous stages are verified in readiness for this stage – the proposal development management plan and schedule reflect any relevant findings. • Lessons learned from previous projects considered. • Investment Logic Map completed, and scope confirmed. • Proposal development resourcing strategy considered – the proposal development management plan and schedule reflect requirements. • Procurement activities include formal assurance requests. • Governance established (e.g. structure, roles, terms of reference and selection of members to establish the Project Steering Committee (PSC) and Project Working Group (PWG)) and includes governance related assurance activities. • Proposal development management plan includes scheduled assurance activities.

Component of stage	Outcomes
Proposal Development	<ul style="list-style-type: none"> Assurance activities are undertaken in parallel with analysis, as outlined in the Assurance Plan to effectively manage risks in a timely manner. This includes, with input from PWG, early methodology reviews and review of analysis and outputs. Report outcomes of assurance activities to the PWG and PSC and other bodies as required (e.g. internal agency governance committee), with required changes incorporated into the final deliverables from the stage.
Close	<ul style="list-style-type: none"> Assurance outcomes are documented for the stage. Lessons learned review conducted.

3.1 Identify potential impacts

The impact assessment is informed by the following factors:

- The nature and impact of the business case and proposal:
 - Consequences:** i.e. are there social, economic, financial and environmental impacts associated with the proposal?
 - Complexity:** e.g. is the proposal bespoke, brownfield to be delivered in an operating environment, subject to a high level of political or public scrutiny?
- The maturity of the agency or department:
 - Capability:** i.e. does the agency or department develop business cases regularly, are the resources (including advisors) experienced in developing proposals under the BCDF?

A non-exhaustive list of potential impacts of the proposal are included in Table 3.

Table 3: Potential impacts for proposal development

Risk factor	Potential impacts
Consequences	<ul style="list-style-type: none"> Impact on stakeholders Impact on vulnerable group/s in the community Significant economic outcomes Significant financial load Environmental impacts.
Complexity	<ul style="list-style-type: none"> Project is of national significance/ high priority for government Multiple stakeholders Private sector involvement Multiple funding sources or private sector funding Requires bespoke response to service need Business case development is subject to political scrutiny Proposal is subject to political/public scrutiny Proposal is an election commitment and/or has been given a specific mandate Proposal requires legislative change Design or delivery complexity

	<ul style="list-style-type: none"> • Proposal will have significant delivery risks e.g. brownfield in an operating environment, constrained site, delivery will significantly impact community • Project has interdependencies with other projects • Multiple users in operating environment • Operations will require significant change management.
Capability	<ul style="list-style-type: none"> • Agency does not develop business cases frequently • Agency does not have delivery capabilities • Project team has limited business case development experience • Advisors have limited experience with BCDF • Steering Committee members have limited experience in business case development and/or project delivery.

3.2 Rate the impacts

The identified impacts should be rated according to the matrix in Figure 4. Impacts rated as high will require specific business case assurance activities to be established. Assurance activities may be established for medium rated impacts where appropriate.

		Impact		
		Low	Medium	High
Likelihood	High	Medium	High	High
	Medium	Low	Medium	High
	Low	Low	Low	Medium

Figure 4: Impact considerations and outcomes

3.3 Identify assurance activities

For impacts rated high, specific assurance activities are to be identified to respond to the impact. Assurance activities aim to provide confidence that:

- the analysis is robust: i.e. the most appropriate solution (proven through robust and transparent analyses) has been put forward
- governance is sound: i.e. stakeholder representation and decision-making were appropriate, proper processes have been followed
- project impacts have been considered during business case development and will be appropriately managed during delivery and operations.

Assurance activities can be focused in three key areas:

- **Proposal governance:** activities to ensure the proposal is completed on time, on budget and decision-making and content are of the highest quality
- **Quality:** internal and/or external assurance reviews or quality assessments undertaken throughout the development of a proposal stage to ensure the analyses are robust, transparent and defensible
- **Close-out reviews:** reviews to provide a level of assurance to government that the infrastructure proposal outcomes are robust and transparent and ready for endorsement.

Assurance activity examples are included in Table 4.

Table 4: Assurance activities examples

Proposal governance	Analysis quality	Close-out reviews
<ul style="list-style-type: none"> • Review of previous investigations/proposals • Governance review • Project health check • Lessons learned reviews • Central agencies oversight or involvement in proposal development • Central agencies review ToRs • Induction for project team, advisors and/or PSC members • Formal briefings for phase or content noting/endorsement • Central agencies participation on steering committee • Engagement with Infrastructure Australia • IAD participation in assurance planning • Procurement oversight • Probity advisor engaged • Assurance reporting • Stakeholder engagement and communications. 	<ul style="list-style-type: none"> • Lessons learned reviews • Investment logic mapping • Bespoke application of the BCDF • Review of analysis methodologies • Service need and demand analysis review • Internal reviews by subject matter experts (includes working groups and individuals with recognised expertise) • User participation in options identification and evaluation and design • Quantity Surveyor review • Relevant peer reviews including design, engineering, economics, social impact, financial, environmental, sustainability • IAD participation in relevant workshops • Review of the application of government standards including PAF and BCDF • Gateway Review. 	<ul style="list-style-type: none"> • Contractor performance reviews • Lessons learned reporting • Check Infrastructure Proposal Assurance Plan has been executed appropriately including findings documented and communicated.

Assurance activities expected to be included in any proposal Assurance Plan include:

- Lessons learned review
- Assurance planning
- Procurement strategy development
- BCDF alignment review
- Gateway review.

Other assurance activities will be designed to respond to the identified impacts for the specific project.

3.4 Prepare Infrastructure Proposal Assurance Plan

Infrastructure proposals must have an Infrastructure Proposal Assurance Plan (Assurance Plan). An Assurance Plan template is available in the [Infrastructure Proposal Development Hub](#).

At a minimum, the Assurance Plan will outline the following:

governance arrangements

- an assessment of key project impacts and proposal risks, including the identification of key areas of risk that may require assurance activities (such as external peer review)
- documentation of the assurance activities and key milestones
- assurance activity reporting requirements.

When developing an Assurance Plan the assurance activities identified in Section 3.3 should re-ordered to suit the proposal development chronology. An example assurance program is provided in Table 5.

Table 5: Example assurance program

Phase	Assurance aspect	Description	Timing	Responsibility
Preparatory work	Lessons learned	<ul style="list-style-type: none"> Review previous business investigations or similar infrastructure proposals to ensure awareness of potential issues arising 	Immediate	Project Manager
	BCDF	<ul style="list-style-type: none"> Engage with IAD regarding determining an appropriately scaled and targeted arrangements for application of the BCDF 	Week 4	Project Manager
	Governance	<ul style="list-style-type: none"> Establish the required governance (e.g. structure, roles, terms of reference and selection of members to establish the PSC and PWG) DSDIP, DPC, QT participation in PSC or other governance arrangements Establish regular meetings with DSDIP and/or central agency briefings Confirm project scope with formal endorsement and/or DG or Ministerial briefings if required Development of Terms of Reference 	Week 3	Project Manager
	Key document development	<ul style="list-style-type: none"> Central agency (QT, DPC, DSDIP) review of key documents e.g. Terms of Reference, BC Management Plan, Assurance Plan Document / review Investment Logic Map 	Week 4	Project Manager coordinate
	Advisors	<ul style="list-style-type: none"> Engage with DSDIP for advisor shortlist 		
	Procurement	<ul style="list-style-type: none"> Develop procurement strategy in line with proposal risks Engage advisors in line with assurance risk assessment DSDIP provide advice (if necessary) regarding responses to RfQs 	Week ...	Project Manager
	Project schedule	<ul style="list-style-type: none"> Develop an initial schedule that incorporates time and quality risks identified in the assurance planning and assurance activities 	Week ...	Proposal Development Manager (advisor)

Phase	Assurance aspect	Description	Timing	Responsibility
Proposal development	Peer review/s	<ul style="list-style-type: none"> Interim review of models (where relevant) - Engage with independent peer reviewers to verify the proposed analysis approaches and methods for relevant analyses (See Appendix 1 for more detail on peer reviewer activities) Review draft content and final draft content Response to peer review recommendations included in final content (where appropriate). 	Week ...	Proposal Development Manager (advisor)
	Proposal development	<ul style="list-style-type: none"> Internal SMEs, DSDIP review of relevant draft content PSC review of final draft content 		
	Governance	<ul style="list-style-type: none"> Formal PSC briefings on progress Formal briefings on resolution of issues (where relevant) Briefings to related projects and/or relevant governance bodies external to the project 	Week ...	Proposal Development Manager (advisor) / Project Manager
	BCDF / PAF alignment	<ul style="list-style-type: none"> Check of alignment of the proposal with PAF and BCDF requirements (and the requirements of the Infrastructure Australia Assessment Framework, if applicable throughout analysis) 	During chapter drafting	Project Manager / DSDIP
	Gateway Review	<ul style="list-style-type: none"> A Gateway Review will be undertaken by an independent team arranged through the Queensland Treasury's Gateway Unit 	End of Analysis	Project Manager / DSDIP
Close	Assurance Report	<ul style="list-style-type: none"> Check Infrastructure Proposal Assurance Plan has been executed appropriately including findings documented and communicated 	Prior to proposal finalisation	Project Manager / DSDIP
	Lessons learned	<ul style="list-style-type: none"> Conduct lessons learned review 	Prior to proposal finalisation	Project Manager

NOTE: Requirements for peer reviews are to be identified in the planning stage (preparatory work phase) as reviewers are to be engaged at the beginning of proposal development. Working closely with the PWG, peer reviewers will be involved in the full analysis lifecycle including gap analysis of prior studies, methodology development and final output reviews. There is to be a clearly documented process for the close-out of any recommendations arising from peer reviews undertaken during development.

Appendix 2 provides a list of potential reporting control points for inclusion in the project schedule and PSC reporting.

The Assurance Plan will be endorsed by the SRO and approved by the PSC.

3.4.1 Infrastructure Proposal Assurance Plan changes

The Assurance Plan will be edited and added to as necessary.

Any significant changes to the Infrastructure Proposal Assurance Plan arising from emerging or identified risks or material changes in key components to the proposal are to be undertaken in consultation with the SRO and PWG/PSC.

4.0 Reporting

4.1 Ongoing reporting

The Assurance Plan forms the basis for ongoing reporting to the PSC on assurance activities. An example of a PSC assurance report (interim) is provided in Table 6.

Table 6: Interim assurance report template

Assurance Activity	Scheduled Date	Action Officer	Status
Lessons learned review	XX/XX/XXXX	XXXXXXXX	Completed Relevant lessons considered in assurance planning and incorporated into project schedule
Assurance	XX/XX/XXXX	XXXXXXXX	Completed Assurance Plan endorsed by PSC on XX/XXXX
Governance	XX/XX/XXXX	XXXXXXXX	Ongoing Governance arrangements established ToR approved Governance Health Check to be scheduled
BCDF	XX/XX/XXXX	XXXXXXXX	Ongoing Tranche 1 chapters reviewed, and feedback incorporated Tranche 2 chapters in early draft
Internal reviews	XX/XX/XXXX	XXXXXXXX	Completed Relevant comments incorporated into draft chapters
Peer review demand	XX/XX/XXXX	XXXXXXXX	Completed Recommendations incorporated into draft chapter
Peer review - financial	XX/XX/XXXX	XXXXXXXX	Ongoing Methodology reviewed (XX/XX/XXXX), feedback incorporated Model reviewed (XX/XX/XXXX) Interim draft to be reviewed w/c XX/XX/XXXX
Peer review - economics	XX/XX/XXXX	XXXXXXXX	Ongoing Methodology reviewed (XX/XX/XXXX), feedback mostly incorporated – PM has added outstanding issues to risk register Model to be reviewed (XX/XX/XXXX)

Assurance Activity	Scheduled Date	Action Officer	Status
			Interim draft to be reviewed w/c XX/XX/XXXX
Decision points	XX/XX/XXXX	XXXXXXXXXX	Proposal development included the following decision points: <ul style="list-style-type: none"> - Clarification of scope - Demand analysis endorsement - Staging options. Briefings were provided to the Minister on: <ul style="list-style-type: none"> -
Gateway Review	XX/XX/XXXX	XXXXXXXXXX	Ongoing Gateway team contacted XX/XX/XXXX Potential panel members agreed with DSDIP XX/XX/XXXX Planning meeting scheduled for XX/XX/XXXX
Assurance Report	XX/XX/XXXX	XXXXXXXXXX	Ongoing
Lessons learned	XX/XX/XXXX	XXXXXXXXXX	To commence XX/XX/XXXX

4.2 Final assurance report

In addition to regular reporting to the PSC on the progress of assurance activities, an Infrastructure Proposal Assurance Report (Assurance Report) must be prepared. The Assurance Report is prepared prior to completion of the proposal and forms part of the Appendices. It provides a summary of the outcomes of all Assurance Plan activities (including how recommendations from peer reviews and Gateway Reviews have been dealt with in the finalisation of the proposal) and enables owner agency to demonstrate how the proposal was developed in alignment with the Assurance Plan.

An Assurance Report template is available in the Infrastructure Proposal Development Hub.

5.0 Guidance and support tools

A range of guidance and support tools have been developed to assist agencies in establishing and implementing appropriate assurance activities. For access, please contact DSDIP.

Appendix 1: Peer review activities

Peer review forms an integral part of the assurance program as it provides an independent assessment of technical aspects of the analysis. The peer review scope is based on the risks identified from the risk workshop and in consultation with the Project Team.

To minimise risks associated with the development of the proposal, experts are engaged to undertake peer reviews of specific infrastructure proposal elements to ensure the project assumptions and calculations are sound and can withstand rigorous scrutiny.

Peer reviewers should be engaged early in the project to undertake a review of the methodologies proposed for analysis of the specific business case elements, and thereby allow their advice to influence the proposed analysis approaches before the analysis is finalised.

Specific peer review assurance activities are outlined below in Table 7 by advisory type. These activities form the basis of scope of works documentation when procuring peer review services and should be reviewed and tailored to the needs of the business case.

Table 7: Peer Review scope summary

Assurance activities	Description
Supply, demand, economic impact	Peer review services including: <ul style="list-style-type: none"> • assurance that the proposed methodologies have been applied correctly • assurance that approaches to extrapolation/interpolation of data, growth rate of inputs and the length of evaluation period is reasonable • adequacy of the scope and depth of analysis (including whether all material costs and benefits, and relevant impacts and risks have been identified) • adequacy of the explanations and source referencing supporting models' outputs and reports • bottom up audit of the calculations in the demand and economic models and demand and economic model outputs developed for the Reference Project • audit of sensitivity analysis to confirm that the sensitivity outputs are consistent with the sensitivity scenarios and assumptions • determining whether all relevant business case documentation and technical reports accurately report the economic model outputs • determine the appropriateness of the identified benefits • ensure that the supply and demand assessment has been a robust and reliable process, noting the limited availability of public authoritative data sets • determining whether all relevant business case documentation and technical reports accurately report the supply and demand assessment.
Financial and commercial	Peer review services including: <ul style="list-style-type: none"> • Assurance that the proposed methodology has been applied correctly • Determining assumptions within the financial model are reasonable including the escalation rates applied • A limited review of the financial model calculations • Adequacy of the explanations and source referencing supporting the financial model assumptions, outputs and reports

Assurance activities	Description
	<ul style="list-style-type: none"> • Determining whether Monte Carlo simulations have been undertaken appropriately, including appropriateness of ascribed assumptions, distributions and forecasts • Determining whether all relevant business case documentation and technical reports accurately report the financial model outputs.
Preliminary design, cost and risk	<p>Peer review services including:</p> <ul style="list-style-type: none"> • Relevant project options have been considered and the optimal option and engineering solution (Reference Design) has been selected • Material risks associated with the Reference Design have been identified and the consequences of those risks for the constructability and deliverability of the Reference Design appropriately considered • Statutory approvals, such as environmental, have been addressed • Relevant project costings were considered, ensuring they have been identified and estimates generated using appropriate methodologies, assumptions and escalations rates.

Appendix 2: Assurance control points and schedule

Various control points have been identified in the proposal development schedule to inform the PSC and other stakeholders during the development of the business case. The proposed control points are listed in Table 8.

Table 8: High level Project control points/schedule

No.	Control point/Business Case development	Proposed date
-	Endorsement of PSC Terms of Reference	
-	Endorsement of Business Case Management Plan and Assurance Plan	
-	Engagement of Peer Reviewers	
-	Peer reviews of proposal analysis methodology complete	
-	Peer reviews completed, and recommendations actioned	
-	Draft business case complete	
-	Gateway review findings and recommendations actioned	
-	BCDF Alignment Review complete	
-	Assurance Report drafted and endorsed	
-	PSC Endorsement of business case analysis, findings, conclusions and recommendations	
-	CBRC consideration of the detailed business case	

Appendix 3: Definitions

Term	Definition
Agency	<ul style="list-style-type: none"> Queensland Government departments or business units within a department, Government Owned Corporations and Statutory Authorities
BCDF alignment review and report	<ul style="list-style-type: none"> The BCDF Alignment Review is undertaken to review the proposal against the BCDF guidance. A report on the review is prepared and presented to PSC.
Governance review and report	<ul style="list-style-type: none"> The Governance Review is designed to ensure the proposal establishes and maintains best practice governance. The governance review will: <ul style="list-style-type: none"> – assess governance arrangements to ensure they meet acceptable standards – assesses the performance of the Project Steering Committee against its Terms of Reference. <p>A report on the review is prepared and presented to PSC.</p>
Gateway Review	<ul style="list-style-type: none"> A Gateway Review is a short, independent review of a program or project undertaken at key decision points in its lifecycle conducted for the SRO. The Gateway unit, within the Treasury Commercial Group, facilitates the establishment of review teams for agencies/projects.
Health Check	<ul style="list-style-type: none"> A Health Check involves a review of the overall status of the project and how it is delivering to its Business Case Management Plan and a report on the findings of the review, which is shared with the PWG and PSC.
Infrastructure Proposal Assurance Plan	<ul style="list-style-type: none"> The Infrastructure Proposal Assurance Plan documents the tailored risk-based assurance activities to assess the robustness and transparency of the proposal.
Internal review	<ul style="list-style-type: none"> Internal reviews include any review undertaken within the agency or by central agency staff. They include reviews by PWG, design group and PSC members as well as reviews by subject matter experts.
Proposal	<ul style="list-style-type: none"> Proposal is the analysis contained in a Stage 1: Strategic Assessment; Stage 2: Options Analysis and Stage 3: Detailed Business Case. In these various stages, options addressing the service need are called initiatives, options and in some instances project proposal for a DBC
Peer review	<ul style="list-style-type: none"> A peer review is an independent assessment on infrastructure proposal, particularly in relation adequacy of documentation, methodology, key risks and uncertainties, assumptions and results.
PAF	<ul style="list-style-type: none"> The Queensland Government's Project Assessment Framework

PSC	<ul style="list-style-type: none">• Project Steering Committee
PWG	<ul style="list-style-type: none">• Project Working Group
SRO	<ul style="list-style-type: none">• The Senior Responsible Owner is the single individual with overall responsibility for ensuring that a project or program meets its objectives and delivers the projected benefits. The SRO must ensure the assurance program is tailored and addresses the project risks.

Document control

Document owner		Deputy Director-General, Infrastructure		
Contact details		IPDHub@dsdilgp.qld.gov.au		
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Version	Issue Date	Reason	Author	Approver
1.0	16 June 2021	New guideline	Executive Director, Infrastructure Planning and Advisory	Deputy Director-General, Infrastructure and Economic Resilience
2.0	15 February 2022	Update to respond to user feedback	A/Executive Director, Infrastructure Planning and Advisory	A/Deputy Director-General, Infrastructure and Economic Resilience
2.1	1 February 2023	Minor amendments	Director, Infrastructure Advisory and Delivery	N/A
2.2	1 April 2024	Minor amendments to department references and formatting	Director, Infrastructure Advisory and Delivery	N/A
2.3	16 October 2024	Minor amendments to update Copyright and refer to the Infrastructure Proposal Development Hub	Director, Infrastructure Advisory and Delivery	N/A
2.4	1 November 2024	Minor amendments to department references	Director, Infrastructure Advisory and Delivery	N/A

2.5	25 February 2025	Minor amendments to department references and clarification of impact/risk	Director, Infrastructure Advisory and Delivery	N/A
2.6	18 December 2025	Minor amendment to update to Queensland Government Brand Book	Director, Infrastructure Portfolio and Advisory	N/A