

BUSINESS CASE ASSURANCE OVERVIEW

Building Queensland undertakes and coordinates assurance as part of its role in developing the state's business cases.

This document provides an overview of the activities undertaken to provide assurance on the quality and consistency of Building Queensland's detailed business case analysis.

Business case assurance

Building Queensland engages in a range of business case assurance activities to ensure that Building Queensland-led business cases provide a robust and consistent basis for the Building Queensland Board to endorse recommendations for government consideration, addressing the following fundamental requirements:

- **Complete:** documents all the information necessary for an investment decision.
- **Reliable and reasonable:** the quality of the information is considered reasonable (i.e. appropriate to address specific requirements of the proposal) and can be relied upon because it has been prepared with appropriate expertise and rigour.
- **Comparable:** the information is presented in a way that allows 'like-for-like' comparison with other business cases.
- **Transparent:** the information has been prepared without bias and with all risks, implications and mitigations clearly documented.
- **Owner-Engaged:** throughout the development of the Business Case the agency Senior Responsible Owner (SRO) is engaged and ultimately accountable for justification of the service needs and the benefits identified in the business case.

Detailed business cases phases and assurance

Assurance activities are integrated with the following phases of a detailed business case.

1. Commencement phase

The commencement phase assesses whether there is a genuine need, verifies previous options analysis in readiness for a detailed business case, considers lessons learned on relevant previous proposals and establishes a resourcing approach to commence detailed business case planning.

2. Initiation phase

The initiation phase involves discussions with the owner agency regarding the type, cost and value for money of assurance activities and drafting of an Assurance Plan to support the detailed business case.

The Assurance Plan details the assurance activities to be undertaken throughout the development of the business case and outlines how these activities will fit into the broader detailed business case schedule.

Building Queensland's assurance process ensures that activities are tailored to focus on key areas of risk for a proposal and business case.

The range of assurance activities typically includes:

- peer reviews to ensure the analysis is reliable, accurate, robust and transparent. Areas may include cost, risk, financial and economic assessment
- internal agency assurance activities
- focused technical reviews e.g. in response to key technical aspects of the proposal and business case
- Queensland Treasury Gateway Reviews
- project health and project governance reviews.

The Business Case Assurance Plan is endorsed by the Board at the initiation of a Building Queensland-led business case and forms the basis for ongoing reporting to the Board on assurance activities.

3. Business case delivery phase

Assurance activities are undertaken as outlined in each business case's Business Case Assurance Plan.

Outcomes of these activities are reported to the Board and, where appropriate, to the agency SRO at key phases of the business case.

At the time the business case is submitted for endorsement, assurance activities are reported to the Board in:

- reports detailing the process and outcomes from individual assurance activities
- an Assurance Chapter/Appendix in the detailed business case
- the governance and assurance section of the detailed business case.

4. Close-out phase

The close-out phase of a business case ensures that proposal documentation, recording keeping and lessons learned activities are completed. This includes a review of assurance activities and processes for any learnings that can be applied to future proposals.

About Building Queensland

Building Queensland leads the development of detailed business cases with an estimated capital cost of \$100 million or more and assists with those between \$50-\$100 million. This threshold is higher for road transport proposals that do not incorporate a toll road, with Building Queensland leading detailed business cases for proposals over \$500 million. Where a toll road is included the \$100 million threshold applies.

Building Queensland business cases are developed for Queensland Government departments, government-owned corporations and nominated statutory authorities and in doing so provide assurance to Queensland Government on the quality and consistency of analysis.

All infrastructure proposals led by Building Queensland are developed under the Business Case Development Framework. The framework ensures a consistent and rigorous approach to proposal development.