



Tasmanian Arts, Entertainment and
Sporting Precinct

Feasibility scoping report

Site selection and business case
framework

Date: September 2022

Version: 1.0



Acknowledgement of Country

Bellgrove Advisory acknowledges Aboriginal people as the traditional custodians of the lands and waterways where we work and live.

We celebrate First Peoples' culture, heritage, and unique spiritual relationship to Country, and acknowledge the significance of Aboriginal cultures in Australia.

We pay our respect to Elders past, present, and emerging for their continual leadership, and extend that respect to all Aboriginal communities.



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1. Project objectives – scoping phase

The draft project objectives for the scoping phase of the project are to:

- Advance the interests of the Tasmanian Government on behalf of the community including supporting a future Tasmanian AFL franchise licence.
- Scope and plan future work on the project to maximise the benefits of a new sporting, entertainment and arts precinct for the state.
- Build the evidence base for future government decisions required including opportunities to enhance value.
- Set the project up for success in future phases.
- Ensure strategic project risks are effectively managed and mitigated.

These objectives will guide the work during the scoping phase. They will be reviewed and updated for each phase of the project as it progresses through the project lifecycle.



2. Site selection and business case framework

2.1 Context, purpose and key drivers

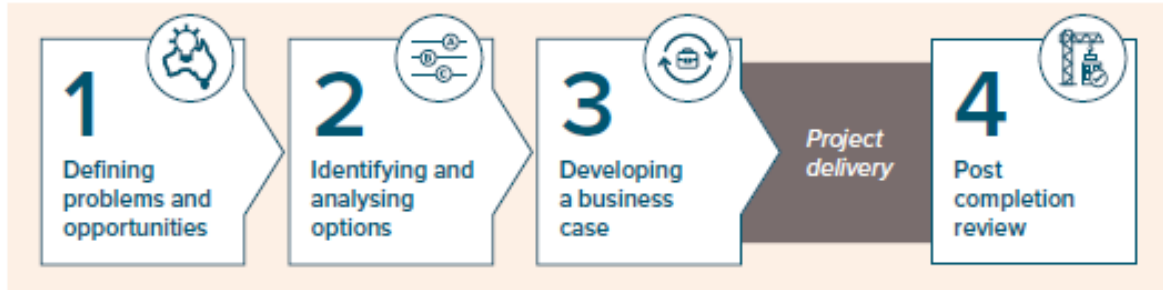
The key drivers for the site selection and business case framework are to:

- Review the technical studies completed in February and August 2022 which informed further refinement to the site selection process.
- Ensure relevance of the analysis to the project definition phase. The framework will be applied during that phase to prepare for the full business case.
- Adequately cater for city-shaping factors that are relevant given the scope of investigations extends beyond the immediate stadium site to include the surrounding precinct.
- Be informed by Infrastructure Australia's assessment framework, noting that the subsequent business case would take the analysis further to include a full economic appraisal.

2.2 Background

This section has been prepared by reviewing:

- The 25 February 2022 Hobart Stadium Site Selection Report and the technical studies completed in August 2022 on the two preferred site options (Regatta Point and Macquarie Point).
- The Tasmanian Department of Treasury and Finance (October 2015) Structured Infrastructure Investment Review Process (SIIRP) Guidelines for Investment Concept and Options Analysis and the SIIRP Business Case Guidelines. These provide the Tasmanian Government's requirements for the relevant phase of project development.
- Infrastructure Australia (IA)'s July 2021 assessment framework including the technical guide to multi-criteria analysis and the guide to economic appraisal. The Infrastructure Australia framework is important both as a guide to best practice and also in the event that a funding request is made to the Australian Government, as a submission to IA may be required following such a funding allocation. IA routinely considers transport and utilities projects, as well as social infrastructure such as social housing, education and community facilities. Note that IA does not make any specific recommendations on preparing business cases for stadia and associated place-making. Accordingly, the principles of IA's approach have been considered in the absence of specific guidance for projects of this type.
- The diagram below summarises the steps in Infrastructure Australia's Assessment Framework. Stages 2 (Identifying and analysing options) and 3 (Developing a business case) are relevant to this stage of project development.



Assessment Framework stages (Infrastructure Australia, 2021)

2.3 Scope of analysis

At the time of writing, it is expected that the project definition phase of the project will take place after a preferred site has been identified by the Tasmanian Government, and that the further development work on the project will proceed for that site only.

The February 2022 report includes six sites, with two assessed as preferable: Macquarie Point and Regatta Point. The August 2022 studies identified that the Macquarie Point site requires significantly lower construction costs to deliver the required scope, compared to the Regatta Point site. Regatta Point would involve not only building out over water but also excavating into the hillside to create a level site on which to build the stadium. The Macquarie Point site also has the advantage of being in Tasmanian government ownership, through the Macquarie Point Development Corporation.

Accordingly, the focus of this framework during the project definition phase will be to review the site selection work undertaken previously and summarise and re-present it within the context of the project definition phase, as a precursor to development of the full business case, rather than to re-analyse multiple site options.

2.4 Site selection and business case development

This section summarises the key activities for the project definition phase, to commence preparing a business case for the project on the preferred site.

2.4.1 Prepare project objectives

Early in the project definition phase, the team should develop a set of project objectives, for endorsement by the project's governance structure. These project objectives will be different to, and evolve from, the pre-definition phase objectives listed in section 1. The project objectives will describe, at a high level, the benefits that the new sports, entertainment and arts precinct is expected to deliver.

On the basis that the project scope extends to a broader precinct, the project objectives will need to address the opportunities for city-shaping outcomes created by the project.



Consistent with IA's stages of project development, an initial step would be to consider the problems which the new precinct is seeking to address, and the opportunities it presents by addressing those problems.

IA has three overarching criteria which it recommends for assessing projects, and fifteen themes which map to these criteria. These are recommended to be used when developing Multi-Criteria Analysis frameworks, and should also be considered in developing the project objectives. The themes are shown in the table below.

Strategic Fit <i>'Is there a clear rationale for the proposal?'</i>	<ul style="list-style-type: none">• Case for change• Alignment• Network and system integration• Solution justification• Stakeholder endorsement
Societal Impact <i>'What is the value of the proposal to society and the economy?'</i>	<ul style="list-style-type: none">• Quality of life• Productivity• Environment• Sustainability• Resilience
Deliverability <i>'Can the proposal be delivered successfully?'</i>	<ul style="list-style-type: none">• Ease of implementation• Capability and capacity• Project governance• Risk• Lessons learnt

Assessment Criteria and Themes (Infrastructure Australia, 2021)

The 'Societal Impact' criterion is the most directly relevant to establishing objectives, as it describes the essence of what the project is seeking to achieve. The 'Strategic Fit' and 'Deliverability' criteria would be expected to contribute to a smaller number of project objectives, as they are more peripheral.

The project objectives will also be informed by relevant strategic documents (see "strategic context" below), existing public commitments and broader government policy considerations.

2.4.2 Review and summarise the site selection analysis

During the project definition phase, the earlier site selection analysis should be reviewed and summarised, considering the new project objectives. The output of this review would form part of the project business case as a description of previous project development.

It is currently proposed to take only the preferred site through to project definition and subsequent business case development. IA's guidance states that more than one option should ideally be included in a business case, but where only one option is considered, they require a Stage 2 (option identification &



analysis) submission or equivalent analysis – for example through rapid cost benefit analysis. This analysis should demonstrate “that the preferred option is clearly better than the alternatives and that those alternatives do not warrant further investigation” (IA, Assessment Framework overview, 2021, p22.).

It is recommended that the review and summary of previous work include the process, criteria used, outcomes, analysis, and if required undertake limited additional desktop analysis if the (new) project objectives suggest it would be necessary. An example of this may be in relation to city-shaping opportunities if these may differ materially for different sites.

2.4.3 Business case considerations

The following sections summarise key considerations for preparation of the cost-benefit analysis and broader business case during the project definition phase. These will inform the work program for the project and briefs for engaging relevant resources.

Compare the project option(s) to a do minimum

The economic and/or financial appraisal within a business case compares those outcomes that would be expected to occur as a result of delivering a project with the hypothetical situation in which the project does not proceed. The latter is variously known as the ‘base case’, ‘do nothing’, or ‘do minimum’. A ‘do nothing’ case is rarely realistic. IA provides a useful summary:

“The base case should represent a ‘do-minimum’ situation, reflecting the continued operation of the network or service under good management practices (the ‘business as usual’ or ‘keep safe and operational’ situation). Importantly, the ‘do-minimum’ case is not the same as a ‘do-nothing’ case, as it should include relevant minor improvements to the infrastructure network or services that can reasonably be expected to occur in the absence of the project case.” (Guide to economic appraisal, 2021, p.17)

During the project definition phase, the project team will need to establish the do minimum. It will be a situation in which the new stadium and precinct are not developed. Careful consideration will need to be given to the following points, as each of these will have implications for the benefits and costs that will be assessed in the economic appraisal within the business case.

- **Status of a Tasmanian AFL licence** – either assume there is a new AFL team but without the new stadium, or assume that the licence does not proceed without the new stadium. This element of the Do Minimum will be dependent on the nature of any licence agreement with the AFL.
- **Uses of the precinct** in the absence of the stadium – what, if any, development would proceed? What costs and benefits are associated with that use?
- Would any **alternative sporting infrastructure investment** be required, for example upgrades to other venues, to address the problems/ opportunities identified, in the absence of the new stadium and precinct?



- **Transport or utility infrastructure** investment required in the absence of the new stadium and precinct.

In preparing the do minimum, IA's guidance is to include only committed expenditure, but it recognises that many jurisdictions take approaches that are informed by planned (but unfunded) projects. The Tasmanian Department of Treasury and Finance (2015) Structured Infrastructure Investment Review Process (SIIRP) does not specify an approach. The project team should engage early with key stakeholders on this topic.

In the economic appraisal and the wider business case, the project's benefits and costs will be expressed in net terms as the difference between the project case and the do minimum.

Identifying project benefits and costs

An initial set of considerations for the economic and financial appraisals of project benefits and costs is summarised below. During the definition phase these should be further developed through consideration of the project objectives, reviewing relevant appraisals from other jurisdictions and other relevant projects within Tasmania, as well as more detailed consideration of applicable government guidelines.

The project is expected to deliver a range of benefits, not all of which can be reliably quantified. The business case will consider the social impact of the project, but only the benefits that can be quantified will be included in the cost benefit analyses.

The economic appraisal and the financial appraisal will consider some of the same information (e.g. net capital and operating costs), but the benefits will differ. Economic benefits represent the economic value delivered to the community as a whole, whereas financial benefits are more comparable to financial cash flows to the state as stadium/ precinct owner.

Table 1]: Summary of cost and benefit considerations

Category of cost/ benefit	Summary considerations
Economic benefits	
Economic impact – stadium	<ul style="list-style-type: none">• Output/ Additional economic activity – in construction (including jobs) - Gross State Product (GSP) contribution.• Additional economic activity - in operation (including jobs) - GSP, and consumption (bed nights): additional events; additional attendances.• Additional household consumption.



Category of cost/ benefit	Summary considerations
Economic impact – precinct	<ul style="list-style-type: none"> • Economic impacts from land development in the precinct (i.e. with and without the stadium), in construction & operation: contribution to GSP; jobs created.
Economic impact – Tasmanian AFL team	<ul style="list-style-type: none"> • Impacts other than those created by the stadium and precinct – such as from TV rights and sponsorship, ticket sales and membership.
Non-user benefits of stadium and team	<ul style="list-style-type: none"> • May include the value of fan experience and non-user benefits (e.g. the value perceived by community members who do not attend events) – noting that there is debate by some on the appropriateness of including these benefits.
Residual value of asset/ terminal value	<ul style="list-style-type: none"> • Value of the asset at the end of the evaluation period, but before the end of the design life of the asset.
Qualitative benefits	<ul style="list-style-type: none"> • Contribution of stadium, precinct and AFL team to community pride, social cohesion and inclusion (quantification may not be possible). • Physical health; mental health; address disadvantage; liveability; quality of life. • Cultural development: e.g. Tasmanians able to participate in major events in their home state.
City-shaping benefits	<ul style="list-style-type: none"> • Potential impacts on land use and value. • Quantifying the project/ precinct’s role as a catalyst for further development.
Economic costs	
Capital costs	<ul style="list-style-type: none"> • All costs of development and construction of the Stadium and precinct – based on the most recent and updated design information. • Refer to Cost estimation scoping plan for further details and inclusions. • Including land acquisition (if any) and owners costs (stadium and precinct), such as delivery management, insurance etc. • Capital cost savings (in the project case) from avoided costs – if any, e.g. non-relocation of sewerage plant, avoided upgrades to other



Category of cost/ benefit	Summary considerations
	stadiums or sporting facilities, no longer necessary site remediation works given changes in use.
Operating costs – stadium	<ul style="list-style-type: none"> • Including major and periodic maintenance over evaluation period.
Operating costs – precinct	<ul style="list-style-type: none"> • Including costs for public domain etc.
Operating costs – AFL team	<ul style="list-style-type: none"> • Costs to the State for the AFL licence (note depending on the definition of the do minimum case these may be excluded). • Savings (potential) if current support to non-Tasmanian teams to play matches in Tasmania is discontinued.
Event acquisition budget	<ul style="list-style-type: none"> • Costs to the State to support the acquisition of marquee events, through direct payment and/or underwriting of ticket sales.
Economic and financial revenue	
Revenue	<ul style="list-style-type: none"> • Revenue to the State from venue hire, events. • Commercial rent for in-stadium businesses.
Development returns	<ul style="list-style-type: none"> • Returns to the State from development of the precinct.
Other revenue	<ul style="list-style-type: none"> • As appropriate.

Information requirements and scope consistency

During project definition, updated information will be required for the items listed in the above table, based on the most up to date iteration of designs and other key assumptions. Additional primary research will be required for example recent primary data on spending habits for event attendees in Hobart (for benefits estimate).

It is essential that all project investigations are based on a common set of assumptions for the core project scope and any options are also defined consistently.

To that end, a Common Set of Project and Scope Assumptions should be developed, to cover the following and there should be clear change control and governance in place for the following key elements, noting that some are inter-related:

- Stadium
 - Scope (including capacity, seating/standing mix, public/ back of house, GA/premium, hospitality/ event space)
 - Design life



- Seating: fixed or moveable
- Roof: or not, and fixed/ openable
- Product/ experience elements: e.g. wifi, catering, public art etc.
- Lighting
- Height
- Size of site, including plaza, landscaping activation
- Utilities provision (water, sewer, stormwater, electricity, gas, data).
- Precinct
 - Development opportunities
 - Open space/ public park, public art
 - Plaza/ meeting space
 - Transport and traffic infrastructure & services (if any).
- Operating model: ownership and management
- Operations/ event schedule and attendance assumptions
- Precinct development opportunities
- Delivery model: contract packaging and form: procurement method; program
- Client model: resourcing approach.

Methodology

The appraisals will need to consider the following:

- Timing of costs and benefits
 - The economic and financial appraisals take into account the flow of benefits and costs over time, discounting future values to the present, usually the first year of construction.
- Sensitivity analysis and scenario testing
 - Related to the consideration of project options (see above), the appraisals should consider how the project (and relevant options) perform under different conditions relevant to the key drivers of cost and benefit. For example significant changes in:
 - Numbers of events and attendance
 - Growth rates for the property cycle
 - Capital and operating cost escalation
 - General economic activity and discretionary consumer spending.
- Choice of discount rate: government guidelines generally require a central case of 7%, with sensitivity analysis for 4% and 10%.



- Appraisal period: considering the design life of the stadium/ precinct and the robustness of event assumptions over that period.

Business case stakeholder engagement

Within the context of the project's overall stakeholder engagement plan, the project team should consider the appropriate timing and depth of engagement with key business case stakeholders within the Tasmanian Government (e.g. Department of Premier and Cabinet, Department of Treasury and Finance, Infrastructure Tasmania) and the Commonwealth (including Infrastructure Australia, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts and potentially others).

While the project scope may not align with the usual definition of nationally significant infrastructure, given IA's potential role in reviewing the business case in the event of Commonwealth funding, it is suggested that engagement on the business case methodology would be beneficial.



Business case outline and identification of key deliverables

The Business Case Guideline published by the Tasmanian Department of Treasury and Finance has been used to structure the points in the following section. Columns 1 and 2 are reproduced from the Guideline, and column 3 outlines the source of content for this element of the business case. This may be existing technical studies, government strategy and policy documents, or deliverables to be prepared by the project team during the next phase.

Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
PROJECT JUSTIFICATION		
Benefits/Outcomes	<ul style="list-style-type: none"> • <i>What is the goal of the project? Detail the specific benefits and outcomes to be achieved.</i> • <i>Define the problem and the need which requires a solution, and the gap between the current situation and the stated objectives.</i> • <i>Explain what has been done previously to address the problem, what the current status and opportunity is and why the project is required.</i> • <i>Demonstrate why the project should be considered for investment including the advantages and disadvantages of the option.</i> • <i>Demonstrate that the benefits/outcomes of the project proposal would be sufficient but not excessive in meeting its objectives.</i> • <i>Ensure that it is clear what is in scope and out of scope.</i> 	<ul style="list-style-type: none"> • Informed by new Project Objectives. • Develop from existing pre-feasibility material. • Summarise and present site selection analysis undertaken (refer above). • Common Set of Project and Scope Assumptions.



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
<p><i>Links to Government Policy Priorities</i></p>	<ul style="list-style-type: none"> • <i>Confirm the links between the project and specific Government policy priorities, and alignment with the Government's strategic direction which have been identified in Point 1.</i> 	<ul style="list-style-type: none"> • Review and link to relevant government strategies and policy documents, including: <ul style="list-style-type: none"> – Stadiums strategy (being developed) – Macquarie Point Masterplan – Hobart City Deal and Northern Corridor Study – Other State and Commonwealth economic, place-making and sports strategies and policies such as Events Tasmania initiatives.
<p><i>Prioritisation and direct links to strategic asset management</i></p>	<ul style="list-style-type: none"> • <i>Confirm the prioritisation of the project within the context of the agency's other projects, its competing priorities and requirements and its capacity to deliver the project.</i> • <i>Confirm that there are direct links between the project and the agency's specific asset management strategies, including objectives outlined in Strategic Asset Management Plans. All projects should relate to, and produce results to assist in achieving, pre-defined strategic goals.</i> 	<ul style="list-style-type: none"> • To be developed with Department of State Growth.
<p>RISKS AND DEPENDENCIES</p>		



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
<i>Risks</i>	<ul style="list-style-type: none">• <i>Confirm the risks to the achievement of the project (implementation risks and risks if the project is not undertaken).</i>• <i>Confirm the significant risks which could prevent the completion of the project within timeframe and Budget.</i>• <i>Provide a final assessment of the significance and consequence of all identified risks (low, medium or high) for all risk types (political; social; economic; financial, environmental, industrial and human resources).</i>	<ul style="list-style-type: none">• Risk Management Plan• Project Risk Register
<i>Technical Standards or Legislative Requirements</i>	<ul style="list-style-type: none">• <i>Identify the key technical standards or legislative requirements which the project will be required to meet?</i>• <i>Does the project comply with all technical standards or legislative requirements?</i>• <i>Are there risks that technical standards or legislative requirements could impact the achievement of the project?</i>	<ul style="list-style-type: none">• Product Brief/ Scope, including requirements for content owners (AFL, other potential hirers such as sport and concert promoters, and media).• Building Code of Australia• Green Guide• Relevant sustainability guidelines (TBC)



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
<p><i>External Conditions and Critical Success Factors</i></p>	<ul style="list-style-type: none"> • <i>Clearly state any assumptions made during the planning process which the project is dependent on.</i> • <i>Identify any requirements for specialist resources or skills and any dependencies that exist with other projects or initiatives.</i> • <i>What are the external environment conditions (and dependencies) which are critical to the project? Have any external conditions changed since the project was approved at Point 1?</i> • <i>Confirm the critical success factors and the essential areas of activity that must be performed if the goals, benefits and outcomes of the project are to be achieved.</i> • <i>Confirm the complexities associated with the project proposal which are critical to implementation?</i> • <i>Confirm the specific strategies for how the external conditions, critical success factors and complexities of the project proposal will be managed and or overcome.</i> 	<ul style="list-style-type: none"> • Project Management Plan, including resource requirements, and delivery strategy and procurement plan. • Benefits Realisation Plan (see below) • Refer to sensitivity and scenario analysis in economic/ financial appraisals.
<p>RISKS AND DEPENDENCIES</p>		
<p><i>Implementation Strategy</i></p>	<ul style="list-style-type: none"> • <i>Determine the governance structure for the project and identify the parties which will fulfil each role including: Project Sponsor; Project Manager; Project Team; Reference Groups; Working Groups; and External Consultants.</i> 	<ul style="list-style-type: none"> • To be included in Project Management Plan, including Governance Plan. • Project Schedule – summary to be prepared • Project Management Plan/ Quality Management Plan



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
	<ul style="list-style-type: none"> • <i>Identify the key project milestones. Advise who is accountable and detail these in the table provided. For each milestone, record the date and responsible person or party.</i> • <i>Describe the approach to quality management and list measures which will be used to measure success, i.e. methodologies and standards, review and acceptance procedures.</i> 	
Organisational Change	<ul style="list-style-type: none"> • <i>Describe the approach to managing organisational change throughout the project.</i> 	<ul style="list-style-type: none"> • Refer to Stadiums Strategy and other outputs from Stadiums Tasmania (impact on other venues). • Consequences for management of Macquarie Point.
Resources	<ul style="list-style-type: none"> • <i>Outline the skills and capabilities required for completing the project. Are these available, taking into account the Department's current commitments and capacity to deliver?</i> • <i>Identify the training requirements and how these will be addressed.</i> 	<ul style="list-style-type: none"> • Project Management Plan
Stakeholder Analysis	<ul style="list-style-type: none"> • <i>Identify the key stakeholders. For each key stakeholder group (or individual stakeholders) provide an assessment of the potential positive or negative impacts on the project</i> 	<ul style="list-style-type: none"> • Stakeholder Engagement Plan
Stakeholder Management	<ul style="list-style-type: none"> • <i>Outline the framework that is in place for managing stakeholders.</i> 	<ul style="list-style-type: none"> • Stakeholder Engagement Plan



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
	<ul style="list-style-type: none"> • <i>Outline the communication plan that ensures staff and stakeholders are kept informed.</i> 	
MARKETS AND TENDER		
Market Research	<ul style="list-style-type: none"> • <i>Detail the market research that has been undertaken.</i> • <i>Outline whether the results indicate that the project will be attractive to the market.</i> • <i>Outline whether there is adequate capacity and capability in the market to deliver the requirements of the project.</i> • <i>Outline whether the market research results would support a decision by the Government to invest in the project.</i> 	<ul style="list-style-type: none"> • Market Engagement Plan and associated reports.
Tender	<ul style="list-style-type: none"> • <i>Provide an overview of the Request for Tender process to be undertaken, and any specific issues and requirements of potential tenderers. Provide an overview of the tender documentation to be required.</i> • <i>Is the agency confident that there will be a suitable level of interest in the market to drive a competitive tender process to achieve value for money for the Government?</i> 	<ul style="list-style-type: none"> • Delivery Strategy • Procurement Plan
TIMEFRAME		
	<ul style="list-style-type: none"> • <i>Estimated timeframes for commencement and completion of the project</i> • <i>Including key risk factors</i> 	<ul style="list-style-type: none"> • Project Schedule • Schedule Risk Analysis output
FUNDING		



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
<p>Capital Cost</p>	<ul style="list-style-type: none"> • Finalise the estimated capital cost for the project over the full period of the project, and on an annual basis? • Confirm the key risks that could prevent the project from being completed within the estimated capital cost? Quantify potential increases in capital costs. • Confirm the processes to be used for estimating, monitoring and controlling project expenditure? Are there any provisions for contingencies factored into the Budget? • Confirm the estimated capital expenditure cash flows. 	<ul style="list-style-type: none"> • Cost Plan • Project Management Plan • Risk Register and Quantitative Risk Analysis • Change Control Procedure • Financial Appraisal
<p>Recurrent Costs</p>	<ul style="list-style-type: none"> • Finalise the estimated recurrent costs associated with the project over the full period of the project, and on an annual basis? Include breakdowns of Salary and Non-Salary expenditure where applicable. • Confirm the key risks that could prevent the project from being completed within the estimated recurrent costs? Quantify the potential increase in recurrent costs. • Quantify all expected movements in recurrent costs. I.e. Advise if higher recurrent costs are anticipated initially due to set-up and implementation etc, and are then expected to reduce to an ongoing annual recurrent cost? • Demonstrate how the Department will manage these recurrent costs within its existing Budget and Forward Estimates allocation should the option be pursued. 	<ul style="list-style-type: none"> • Stadiums Strategy • Operational Cost Plan • Risk Register



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
<i>Funding Sources</i>	<ul style="list-style-type: none"> • <i>Confirm the funding to be obtained from alternative sources.</i> 	<ul style="list-style-type: none"> • Market Engagement Report(s) • Delivery Strategy (TBC)
<i>Cost/Benefits Analysis</i>	<ul style="list-style-type: none"> • <i>Confirm the net financial impact of the recommended option (or multiple options being analysed). Include consideration of any:</i> <ul style="list-style-type: none"> – <i>costs that would be avoided by completing the project;</i> – <i>savings which would be achieved by the investment in the project; and revenues that would be generated once the project is implemented;</i> • <i>Provide a final assessment of the value for money of the recommended option (or multiple options being analysed) and whether net benefits would be achieved.</i> • <i>Demonstrate that the recommended option provides superior value for money in comparison to the alternative options.</i> 	<ul style="list-style-type: none"> • Economic Appraisal • Financial Appraisal • Options analysis (TBC)
RECOMMENDED OPTION		
	<ul style="list-style-type: none"> • <i>The recommended option should be confirmed by the agency, and the following information requirements fulfilled. However, if multiple options require further analysis, agencies must fulfil the information requirements for each option.</i> 	<ul style="list-style-type: none"> • Business Case
ACHIEVEMENT OF PROJECT SUCCESS		



Category/ subheading	Guidance (from document)	Notes and draft deliverables for development during project definition phase
	<ul style="list-style-type: none">• <i>In Point 4 Project Review - Closure and Benefits Realisation, the implementation of projects will be reviewed to ensure that learnings can be applied across Government to improve the development of future infrastructure projects.</i>• <i>Key Performance Indicators should be developed to enable the success of the project to be assessed. These performance indicators will be used as the basis for assessing the success of a project during its implementation, and once the project is completed.</i>• <i>The KPIs and any other methodology that will be used to assess the success of the project and to assist in benefits realisation should be documented within the business case.</i>	<ul style="list-style-type: none">• Benefits Realisation Plan: Identify benefit owners, indicators (KPI) of progress, benefits management approaches to ensure delivery of benefits, available mechanisms to ensure achievement.

