

Guideline

Writing a Business Case PROS 10/10 G4

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1 Introduction

1.1 Public Record Office Victoria Standards

Under section 12 of the *Public Records Act 1973*, the Keeper of Public Records ('the Keeper') is responsible for the establishment of Standards for the efficient management of public records and for assisting Victorian government agencies to apply those Standards to records under their control.

Recordkeeping Standards issued by PROV reflect best practice methodology. This includes International Standards issued by the International Organisation for Standardisation (ISO) and Australian Standards (AS) issued by Standards Australia in addition to PROV research into current and future trends.

Heads of government agencies are responsible under section 13b of the *Public Records Act 1973* for carrying out, with the advice and assistance of the Keeper, a programme of efficient management of public records that is in accordance with all Standards issued by the Keeper.

In Victoria, a programme of records management is identified as consisting of the following components:

- A recordkeeping framework;
- Recordkeeping procedures, processes and practices;
- Records management systems and structures;
- Personnel and organisational structure; and
- Resources, including sufficient budget and facilities.

A programme of records management will cover all an agency's records in all formats, media and systems, including business systems.

1.2 Purpose

The purpose of this Guideline is to facilitate implementation of requirements contained in the *Strategic Management Specification*. This guideline will assist agencies to write effective business cases to gain endorsement and resources for records management projects. This Guideline sets out the options and considerations which need to be taken into account.

While a business case is almost invariably required to obtain the resources needed for major system purchasing and implementation (e.g. an EDRMS), this tool can also be used to obtain endorsement and resources for a wide variety of initiatives within the records management context.

Examples of initiatives which might require or benefit from a business case include:

- Centralising or decentralising records management services;
- Outsourcing a function (such as outsourcing scanning services to a bureau or secondary storage services to a provider);
- Purchasing technologies or equipment; or
- Undertaking a project which is outside the scope of routine funded services (such as a major record sentencing and disposal project, or a digitisation and scanning project).

1.3 Scope

This Guideline provides an overview of business case development, the primary components of a business case, and general information that records managers may need to draft a successful business case for a records management project. Although this Guideline is focussed on projects, it can be used to develop a business case for non-project based initiatives.

Please note that this Guideline does not provide any information on specific business case templates that agencies may be required to follow. Agencies should determine whether or not they are required to follow a specific business case template and methodology.

This Guideline focuses solely on developing business cases and does not include guidance on managing projects or selecting or implementing systems or services.

For definitions of terms used within this Guideline, please refer to the Master Glossary.

2 The Need for a Business Case

2.1 What is a Business Case?

A business case is:

*'A document that forms the basis of advice for executive decision-making for an asset investment. It is a documented proposal to meet a clearly established service requirement. It considers alternative solutions and identifies assumptions, benefits, costs and risks.'*¹

The purpose of a business case is to persuade those with authority that they should endorse and fund a particular project or initiative by making a “compelling case for investment”². The level of detail required in the business case will depend on the complexity and cost of the project. In many environments there will be a set format or template that agencies will need to use. It may be a mandatory requirement when requesting funding over a certain level for the business case to be written using a specific template. Or your agency may endorse a methodology that requires business cases to be developed in a specific way.

For records management purposes, a business case is therefore a document that contains all the information necessary for senior executives to make a decision regarding whether or not to provide resources (usually in the form of additional funding) for a specific records management project or initiative. The business case should cover:

- The business need or requirement;
- The options to best address the business need or requirement;
- Analysis of the benefits and costs of the options;
- Recommendations regarding the preferred option;
- Risk identification and mitigation strategy; and
- Implementation strategy.

Many agencies will have in place processes for the management of projects that are in addition to ongoing business. The development of a business case may be part of these processes, or the elements of a business case may be absorbed into other project documentation, such as the project brief, or an official memorandum.

2.2 Why do a Business Case?

An important part of strategically managing the records management function in an agency is ensuring that approval and adequate resources are gained for initiatives and projects. There may be situations where your usual budget is not sufficient to fund an urgently needed records management project. In order to obtain the additional resources needed, senior executives will need to be informed of your requirements and approve any additional funding or other resources. Business cases can be an effective tool for achieving these outcomes.

¹ Department of Treasury and Finance 2009, *Investment Lifecycle Guideline #3 Business Case*, Government of Victoria, Melbourne, viewed 12 October 2009, <<http://www.lifecycleguidance.dtf.vic.gov.au>>, p. 15.

² Department of Treasury and Finance 2009.

A business case can be used to:

- Show how more efficient records management practice can reduce costs;
- Demonstrate how records management initiatives can help achieve agency objectives;
- Articulate the risks which may eventuate if records management practices are not followed or are followed incompletely;
- Identify how previous compliance breaches could have been prevented or their impact diminished through records management practice;
- Outline responsibilities for ensuring the implementation of a program of records management;
- Formalise links between records management practice and agency activities;
- Provide measures to monitor future records management practice so that its connection to reducing costs and improving efficiency can be demonstrated over time;
- Highlight the need for records management issues to be considered when planning anything across the agency;
- Demonstrate how records management benefits the agency as a whole;
- Communicate the resources required to implement records management projects adequately; and
- Demonstrate a need for an increased operating budget.

Use the business case to demonstrate how the records management project or initiative will add value to the agency. This may be through supporting the successful achievement of key goals, or promoting the implementation of more efficient practices.

2.3 When might I need a Business Case?

A business case will generally be needed when funding is required in addition to the usual budget for the records management function. This is usually due to the introduction or need for a major recordkeeping project or initiative. Examples of such initiatives or projects include, but are not limited to, the following:

- The introduction, implementation, or upgrade of an electronic records management system, document management system, or enterprise content management system;
- A large scale scanning and digitisation project;
- A large scale sentencing and disposal project;
- Provision of formal, certified training on records management for key personnel;
- An agency wide audit of all systems that create, store or manage records; or
- A project to undertake functional analysis of the organisation to develop key recordkeeping products, such as a business classification scheme or retention and disposal authority;

Some agencies may have very specific criteria for determining when a business case is needed. Other agencies may have a less formal method for obtaining additional resources.

3 What Makes an Effective Business Case?

3.1 Understanding your audience

It is critical to identify the audience for your business case, so that you can work out how best to “sell” your proposal. For a business case the audience is the person or people who need to support or approve it for it to be successful and result in the outcomes you want.

Sometimes this means your business case needs to be written for several audiences as there may be multiple levels required to support or endorse it. This can become difficult when these audiences have different or even opposing viewpoints.

Once you have established who the audience is, critical questions to ask are:

- Does this person understand the environment and background of the project?
- What information will this person be looking for?
- What impact is the project or initiative going to have on this person?
- How could this person influence the direction of the project or initiative?
- What does this person need to see in order to support or endorse the project or initiative?

Keep in mind that, although there may be a number of people who will be reading your business case, you will only be writing it once. This means that your business case will need to be written in a way that will ensure everyone who reads it can understand it. The language and concepts that you use within the business case will need to be understood clearly by all those who will need to read it.

3.2 Gaining support

To ensure the success of your business case, take the time to gain the support of other business groups across the agency – especially if the project or initiative will have an impact on them.

Discussing the project with other groups, including its likely implementation and the role that you would like them to play will strengthen your business case. Possible issues can be discussed and mutually rewarding solutions can be determined and included in the business case. Ensuring that the business case is supported and endorsed will then become desirable for the other group as they will see the project as adding benefit to their work as well as to yours.

It may be necessary to gain support from an influential person who has no knowledge of or interest in your project. In such instances you should investigate the interests of this person, and how the project or initiative may benefit them in light of their interest. Focus on the benefits for them and express your requirements in these terms.

3.3 Aligning with agency priorities

You are more likely to be successful if you can show how your project or initiative aligns with agency priorities. This is particularly important for records management initiatives, as they are seldom seen as important for their own sake.

You will need to show how your initiative is going to support and improve your agency's most critical and core functions and deliverables.

3.4 Writing for a non records management audience

In most cases, the business case being developed is for a non records management audience. This means you cannot take for granted that the audience understands anything about records management or shares your belief in its importance or value.

You need to make the business case as clear, succinct, simple, and easy to understand as possible. This means that you should reduce the amount of jargon or acronyms you use and ensure that the terms you do use are clearly defined within the document. Clearly explain what you mean by the concepts you are using, and ensure that the assumptions you are making are clearly expressed. If you need to refer to documents outside of the business case, make sure that those documents are accessible for those who will need to read the business case. If need be, include essential documents as addenda or attachments to the business case.

3.5 Plausibility and believability

It is important that the arguments used in the business case are plausible. Support your arguments and statements with evidence wherever possible. Evidence may be in the form of examples, statistics, survey results or case studies. Test out your arguments and the connections you are making with people who have no involvement with the project or initiative – do they make sense and appear plausible to them?

Avoid exaggerating problems, benefits or causal relationships to the point where the audience does not believe them. As soon as the reader starts to say to themselves "I think that's stretching it a bit" or "I don't really see the connection" the business case has become ineffective.

You may wish to include the results of a feasibility assessment to add strength to your argument that the objective of the project or initiative is achievable. Information about how to conduct a feasibility assessment can be obtained from DIRKS methodology, step A (see the National Archives of Australia website for further details of DIRKS methodology³)

³ National Archives of Australia 2007, *Designing and Implementing Recordkeeping Systems (DIRKS) Manual*, Commonwealth of Australia, Canberra. viewed 27 January 2010, <<http://naa.gov.au/records-management/publications/DIRKS-manual.aspx>>.

4 Planning the Business Case

4.1 Where do I start?

A business case is usually begun through a need to obtain resources. The best place to begin when developing a business case is therefore with an analysis of the project that requires resources. For example:

- How does the project support the strategic business objectives of the agency?
- Why is the project necessary for strategic, legal, administrative or risk mitigation purposes?
- What will happen if the project is not properly resourced?
- Why is there a need for additional resources (that is, what are the resources for)?
- Who will benefit from undertaking the project?

4.2 What do I need to know?

When developing a business case, you will need to know the following:

- Correct protocol, template, and process to use;
- Terminology required for a business case (for example, a business case will use economic and management terminology, which may have different meanings when compared with records management terminology);
- Operating budget for the records management function within your agency and how this budget is usually spent;
- Legislative, business and stakeholder requirements of the agency;
- Strategic business objectives of the agency;
- Nature of the project to be addressed by the business case;
- Benefits to the agency and its stakeholders of undertaking the project;
- Risks associated with undertaking the project and how these may be mitigated;
- Key milestones of the project and approximate timeline;
- Key performance indicators of the project;
- Options for how the project may be undertaken and the costs and benefits of each; and the
- Overall cost of undertaking the project.

You will need to investigate whether there are mandatory requirements for business cases within your environment and for the level of funding you are requesting. For example, your agency may be required to follow the Investment Management Standard developed by the Department of Treasury and Finance – see <http://www.dtf.vic.gov.au>. Alternatively your agency may have a standard business case template you need to use. You may also have a Project Management Office (or similar) within your agency who needs to approve or be involved in business case development.

4.3 Where can I find the information I need?

Sources of information required for developing a business case vary, but can include the following:

- Strategic Business Plans;
- Annual Reports;
- Financial Plans, including the annual budget report;
- Records management work plans;
- Legislation and regulations;

- Stakeholder groups of relevance to the project;
- Records Management Strategy;
- Records Management Policy;
- Information Communications Technology (ICT) Strategy;
- Information Management Strategy;
- Knowledge Management Strategy;
- Risk Management and Mitigation Strategy; and
- Disaster Management and Recovery Strategy.

Many of the above documents can often be found on your agency intranet if you have one.

4.4 Scoping your project

As a critical first step you should establish the parameters of your project or initiative. Be aware that these parameters may need to change a little over the course of developing the business case.

When scoping your project, consider the following questions:

- What are you trying to achieve?
- What is the purpose of the project or initiative?
- What is “in scope” and what is “out of scope”?
- What would be the effect of this project on the agency – who would you need to ensure is involved?
- What is the approximate cost and duration of the project?
- Who is the business case being written for – who are you trying to “sell” the project or initiative to?

4.5 Responsibility and involvement

As part of preparing for the business case development you should discuss your proposal with your manager, interested colleagues and team members. You may also need to obtain approval for developing the business case from your supervisor.

Consider who will actually write the business case. It may be your responsibility or you may lead the team that is responsible. Find out if there is an expert in your agency who could assist or provide feedback. Do not underestimate the amount of work and time involved in writing an effective business case for a more complex project. If you are seeking a substantial amount of resources, it may prove cost-effective to engage an expert for this task.

4.6 Process for Business Case approval

You will need to determine the process for submitting and gaining approval for the business case. A critical aspect of this is determining who the audience is – who needs to approve or endorse the business case in order to gain “sign off” and secure resources. There may be multiple levels for this – you may need to gain support from your entire management hierarchy (whether their formal signature is required or not) before it is submitted to the person or people who have the authority to formally endorse it.

5 Writing the Business Case

Once you are aware of what is required, have identified the template or methodology to be used, and researched your audience and the content of the business case, you are ready to begin writing.

Although a group of people may have contributed to the development of the business case, it is important for consistency that only one or two people do the actual writing part. This will help the business case to have 'one voice' and ensure it is more readable.

Sharing drafts with people who have little understanding of the situation is a good way to test the concepts and arguments contained within the business case. If they cannot understand the business case, the person who is to endorse it may not.

The components of a business case may change depending on the template or methodology used. But the essential elements will remain. These are:

- Executive Summary;
- Objectives & Scope;
- Options;
- Cost-Benefit Analysis;
- Risk Assessment; and
- Recommendation.

Each of these elements will be explored in the section below.

5.1 Executive Summary

Having an executive summary enables decision makers to very quickly understand the essence of the business case. It should include all main points made in the business case, including all the recommendations, and be a stand alone part of the document. The detail is located in the business case itself.

An effective executive summary will capture the interest of the decision maker so that they will want to know more and be quickly interested in the project or initiative. It should be used to 'sell' the project or initiative to the person reading it.

Please note that although this section is placed at the beginning of your business case, it should be the last section to be written. This will ensure that you have a very clear understanding of what is included in your business case when you summarise it.

5.2 Objectives & Scope

The purpose of this section is to provide direction at the beginning of the document about what the project will achieve if the business case is supported. This section should be brief, concise, and set the scene for the business case. Objectives should be phrased in terms of how supporting the business case will improve an aspect of agency business, or assist the agency to meet its strategic objectives.

Some possible objectives for records management projects are provided in the table, below.

Recordkeeping Project	Objectives
The implementation, or upgrade of an electronic records management system, document management system, or enterprise content management system	<ul style="list-style-type: none"> • Improve efficiency of practice • Improve access to information • Improve security of electronic information • Improve integrity of records and ability for records to be acceptable evidence (if VERS compliant)
A large scale scanning and digitisation project	<ul style="list-style-type: none"> • Improve access to information • reduce storage and retrieval costs • preservation of vital records
A large scale sentencing and disposal project	<ul style="list-style-type: none"> • Reduce storage costs • Reduce retrieval costs
Provision of formal, certified training on records management for key personnel	<ul style="list-style-type: none"> • Improve competencies, skills and knowledge to enable staff to deliver work outputs more efficiently and reliably
An agency wide audit of all systems that create, store or manage records	<ul style="list-style-type: none"> • Identification and mitigation of risk across the agency through identification of opportunities for improvement and gaps in existing practice
A project to undertake functional analysis of the organisation to develop key recordkeeping products, such as a business classification scheme or retention and disposal authority	<ul style="list-style-type: none"> • To understand business activities of the agency to enable more efficient and consistent practice • Improve sharing of information across the agency through consistent use of terminology

5.3 Options

Options are a series of possible actions to address the issues that the business case seeks to remedy. Always begin with the current state of things and identify what the issue with this is.

It is common for business cases to cover at least three options. Usually these are:

- No change and the risks involved with doing nothing;
 - An option or several options that are not desirable for a stated reason, but which could be implemented; and
 - The desired option and why this should be implemented.
- The reasons for having options in your business case are:
- To ensure that you can demonstrate that you have considered the alternatives; and
 - To justify why a particular option is the best course of action to take for specified reasons.

5.4 Cost-Benefit Analysis

A cost-benefit analysis provides a quantitative summary of the positive and negative outcomes of the project. It focuses on the financial side of the project, primarily:

- What will the project cost the agency to undertake?

- What will the project enable the agency to save or what additional funds will the project or initiative bring to the agency? And
- Do the positives outweigh the negatives?

When undertaking a cost-benefit analysis, think about the hard, soft, and intangible costs. For example:

- A hard cost could be the cost of purchasing an electronic document or records management system (EDRMS) product;
- A soft cost could be the time saved through automating a process using the EDRMS product; and
- An intangible cost may be an increase in speed and efficiency in locating documents as a result of the EDRMS implementation.

A successful cost-benefit analysis includes all costs involved in the project, and demonstrates that it is more cost-effective for the agency to undertake the preferred option as recommended by the business case.

It will be best to check with your accounting or financial services section to determine whether or not there is a specific methodology that you should be using to identify and describe costs.

Quantifying records management initiatives may not always be straightforward. Some tips are:

- Thinking about the cost of people's time involved in undertaking or completing tasks;
- Considering the VPS level required to undertake specific tasks and associated salary and on-costs;
- Thinking about the cost to the agency of not addressing risks identified, such as the risk of non-compliance with legislation and possible fines or other consequences; and
- Considering the cost to the reputation of the agency for having inefficient or inadequate records management.

One method of quantifying records management initiatives is to break it down into the activities required to undertake it and then quantifying the cost of those activities. This methodology is called Activity Based Costing (ABC). Benefits can be demonstrated in association with changes in practice by determining the costs of the activities involved in current practice and comparing this with the costs of the activities involved with the new practice.

5.5 Risk Assessment

A risk assessment identifies the risks associated with the circumstances of the business case, including all options considered, and suggests methods to mitigate the risks. The risk assessment may include a SWOT analysis to help describe the situational environment of the agency in light of the issue.⁴

5.5.1 What is a SWOT analysis?

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. This form of analysis requires determining the strengths and weaknesses of your agency, and identifying the external opportunities and threats, in relation to your project or initiative. It is a strategic management tool that enables the internal and external environment to be summarised in relation to the project or initiative to help with decision making. The SWOT analysis is usually collated in the form of a grid, with Strengths and Weaknesses across the top, and Opportunities and Threats underneath.

A successful SWOT analysis will demonstrate that the project or initiative will:

- Build on the agency's strengths;
- Correct areas of weakness;
- Protect against external threats; and
- Provide the agency with opportunities to expand on or develop external services or reach.

⁴ For more information about risk assessment, see the PROV *Guideline 6: Records and Risk Management*.

Including a SWOT analysis in your business case enables you to describe how your project or initiative fits into your agency's overall environment.

5.5.2 How can I best cover risks?

Identifying and describing risks is an important part of your business case. The business case identifies the risks involved with each option, and promotes the recommended option as the best way to mitigate risks.

Risks may be divided into various categories; for example, risks for the agency as a whole, risks for individual business units within the agency, and risks to individuals or specific systems, depending on the nature of the project or initiative. Priority should be given to risks for the agency as a whole.

There will be two types of risk that the business case will need to cover:

- The risks associated with going ahead with the project or initiative; and
- The risks that the project or initiative will mitigate.

The risk management process described by the Australian, New Zealand and International Standard on risk management (AS/NZS ISO 31000:2009) may be used as a guide to identify risks and establish strategies for mitigating them.

5.6 Recommendations

The business case will lead the reader towards accepting a particular recommendation. The issue, options, costs and risks should lead the reader towards the understanding that the recommendation is the best means of addressing the situation. The business case should provide a good argument for why the recommendation is the best option to take up.

Providing an implementation plan for the recommended option can be a useful and persuasive tool for obtaining decision maker support. This should include a timeline with key milestones so that the decision maker can see what is anticipated as being achieved when. If possible, attach costs to the milestones so that the decision maker has an understanding of where the budget for the project will be spent. It is important for the implementation plan to be realistic and practical rather than idealistic. Identify and factor in any delays that may be expected.

The implementation plan should be accompanied by a series of key performance indicators so that the progress of the project or initiative may be tracked. Measures should be tangible and of relevance to the project.

6 Next Steps

6.1 Obtaining Endorsement

Your agency should have a formal process for obtaining endorsement. Make sure that you understand well in advance what that process is and how long it will likely take so that the time can be factored into your business case timelines.

Do not be discouraged if your business case was not successful. It may take several attempts before a decision maker supports your project or initiative. This may simply be the time it takes for a decision maker to fully understand the issues at hand, or be due to another project being considered a higher priority. The business case is a conversation tool that enables you to inform a decision maker of records management issues, their potential impact, and how they might be rectified.

6.2 Implementation

Once endorsement has been achieved, the recommendation outlined in the business case will need to be implemented. Having an implementation plan as part of the business case provides you with clear direction regarding what you need to do and the timeframes you have to do it in. The implementation plan should:

- Provide a timeline with clear milestones;
- Clearly state roles and responsibilities;
- Be linked to costs so that resources needed can be tracked and utilised efficiently; and
- Have clear deliverables and outcomes associated with each milestone so that key performance indicators can be measured.

6.3 Monitoring & Reporting

Having a business case approved is not the end. It is very important to regularly report to stakeholders on how your project is tracking, including how resources are being used and whether you are achieving the result promised. The usual means to keep stakeholders informed is to provide regular reports on the progress of the project. This requires the use of key performance indicators to provide effective and relevant measures for the project. For more information on how to develop key performance indicators, please see *PROV Guideline 3: Key Performance Indicators*.

Keeping accurate and up to date information about how your project is progressing, including how resources are being utilised, is beneficial for a number of reasons:

- It can provide evidence of your efficient management of projects;
- It can be used in future business cases to demonstrate that records management projects are cost effective; and
- It can be used to demonstrate how records management adds value to the agency.

7 References

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Legislation

Public Records Act 1973 (Vic)

All current Victorian legislation is available at <http://www.legislation.vic.gov.au>

Standards

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Standards Australia 2004, *AS NZS 4360-2004 Risk management*, Standards Australia, Sydney.

Standards Australia 2004, *AS NZS HB 436-2004 Risk management guidelines*, Standards Australia, Sydney.

Standards Australia 2009, *AS NZS ISO 31000 Risk management principles and guidelines*, Standards Australia, Sydney.

Other Resources

For more information about writing a business case, please contact:

Public Record Office Victoria

Ph: (03) 9348 5600

Fax: (03) 9348 5656

Email: agency.query@prov.vic.gov.au

Web: www.prov.vic.gov.au

Appendix 1: Business Case Checklist

Planning

Question	Yes	No	Unsure	Comments
Have the tasks involved with the project been analysed?				
Is there a particular template, methodology or format that must be used?				
Have the parameters for the project and business case been set?				
Has the audience been identified?				
Have the legislative and business environment been examined?				
Has all of the information of relevance to the business case been identified?				
Have the resources and finances that will be needed for the project to be undertaken been determined?				
Has the timeline that the project will need to be completed within been determined?				
Have the key performance indicators been identified and set?				
Is there a set approval process that will need to be followed?				

Executive Summary

Question	Yes	No	Unsure	Comments
Has the objective and scope of your records management project been specified?				
Does the business case include a link to the Public Records Act 1973, other recordkeeping legislation, recordkeeping standards, agency directives, and government policy where required?				
Have the key stakeholders been identified?				

Are the major concepts and strategies that will be used clearly expressed?				
Does your process for developing a business case fit within the DTF guidelines (if needed)?				
Has the current state regarding the records management issue that the project would like to address differently been clearly expressed?				
Have all options been covered?				
Has the economic impact of the project been considered?				
Has the financial impact of the project been considered?				
Has the social impact of the project been considered?				
Has the environmental impact of the project been considered?				
Have the risks involved been identified and a mitigation strategy proposed for each?				
Have the key assumptions made been identified?				
Have the finances and other resources required and how will these be used over the duration of the project been clearly expressed?				
Is the recommended option clear and plausible?				
Have the measures that will be used to determine the success of the recommended option been clearly expressed?				
Have any key implementation issues that will need to be overcome been identified?				
Have the associated risks to be managed been addressed?				
Is the location of further information that supports the recommended option specified?				

Business Case

Question	Yes	No	Unsure	Comments
Have the problems or issues been clearly addressed?				
Has the records management context regarding the issues or problems been clearly addressed?				
Is the correct template, methodology or format being used?				
Have any mandatory requirements been addressed?				
Have all assumptions made been clearly identified and addressed				
Have the drivers for the project been identified and explained?				
Are the options clearly described and fully supported?				
Do the options include a 'do nothing' option that addresses the current state of things?				
Has a cost-benefit analysis been included?				
Have costs and benefits been assigned to all options?				
Have the costs and benefits been divided into quantifiable and non-quantifiable sets?				
Have all risks relevant to the options considered been clearly identified and expressed?				
Have mitigation strategies been allocated to each identified risk				
Has a SWOT Analysis been included (if needed)?				
Has an implementation strategy been included?				
Is there a timeline showing clearly all milestones of the project?				
Are the key performance indicators developed for the project?				
Are the key performance indicators relevant?				
Does the business case adequately support the recommended option				

Is the business case plausible and realistic?				
Does the business case demonstrate the value of records management to business?				
Is the business case clear and understandable from a non-records view point?				

Monitoring & Reporting

Question	Yes	No	Unsure	Comments
Are there key performance indicators for all stages or milestones of the project or initiative?				
Are the key performance indicators realistic?				
Will the key performance indicators provide evidence supporting the value of records management to business?				
Is the process for reporting on the progress of the business case known?				
Has responsibility for monitoring and reporting on the implementation of the business case been assigned?				
Is the implementation plan sufficient to enable adequate monitoring and reporting?				

