**Lean Business Case (Artefact C)**

Purpose: Building on the Service Screener to detail the initiative’s requirements and to seek funding.

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| **1. Summary** | |
| Initiative Name | Click or tap here to enter text. |
| Cluster / Agency | Lead agency  Support agencies |
| Product Owner | Nominated person submitting this proposal and leading the service’s development. Include key team members (eg. Delivery Manager) Include email addresses so that the assurance team can reach out if required. |
| Sponsorship | Sponsor: Nominated person responsible for using the grant to deliver results. The Sponsor should be Executive Director or other SEB2 equivalent. Include email address for the sponsor and key stakeholders in case they are needed to be contacted.  Key Stakeholders:   * Secretary: Secretary * Deputy Secretary: Deputy Secretary * CIO: CIO   Other SEBs: SEBs |
| Finance Delegate | Finance Officer: Nominated person responsible for administering the grant. Include email address in case there is a need for finance delegates to be contacted  Financial Stakeholders:   * CFO: CFO   Other Finance Representatives: Other Finance Reps |
| Description | One or two paragraphs to describe the initiative, why it is needed and what it will deliver for the funding requested in this proposal. |
| Type | Pick the relevant project type/s, with a brief description of why that type was chosen:  **Life Journey** – Initiative that delivers change which improves citizen experience across end to end journeys with a faster time to market.  **State Digital Asset** – Initiatives that create cost savings and consistent user experience, through increasing agencies use of ‘Core and Common’ ICT components  **Legacy Modernisation** - Initiatives that support agency digital innovation, ICT modernisation and reusable components.  **Enabling Capabilities** – Initiatives that uplift the capability of NSW government, including but not limited to, portfolio management, digital capability uplift and cyber security coordination. |
| Investment requested | $ Total and outline of phase and delivery time period *Example 1: $X00K, Seed investment to complete Discovery and shaping for Alpha over 6 months*  *Example 2: $XM Deliver Alpha and shaping for Beta over 3 months*  *Example 3: $XM Deliver Beta over 9 months from MM/YYYY to MM/YYYY*  *Example 4: $XM Scale service delivered in prior Beta to <customer/s> over 12 months from MM/YYYY to MM/YYYY*  *More information regarding phases can be found here ->* <https://www.digital.nsw.gov.au/design-system/delivery-manual> |
| Delivery & Desired Mobilisation date | Desired mobilisation date: When do you expect to mobilise  Delivery date: When do you expect to de-mobilise or complete the phase. |

| **2. Scope** | |
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| Problem Statement | A Problem statement outlines an area of concern that can be improved or eliminated. When writing a problem statement consider:   * What is the problem to be solved? * Why is it a problem? * Where is the problem observed? For example, with what product, what service, what location, etc * Who is impacted by the problem? * When was the problem first identified / How long has it been a problem? * How does the problem manifest as issues / What is the extent of the problem / what is the impact of the problem? * How often does the problem occur? |
| Customers & Needs | Identify the needs of the various customer segments (who are the group of people who are most affected) for which your proposal will interact. For example, customer segments might include:   * NSW Government employees that use a system * NSW Citizens that require a service * Specific Use Case actors, for example, a person trying to obtain a licence.   For each identified customer segment outline:   * The number of people within the segment * The specific needs of the segment * How the needed have been confirmed / will be confirmed |
| Solution outline | Outline the potential solution |
| Case for change | Outline the reason for DRF investment – why it’s important and why now  Outline any options that have been considered  Outline the impact of doing nothing |
| Strategic alignment | Outline how the work aligns to related programs of work, other policies, past funding approvals, and government strategies (eg. Premier’s Priorities, Cluster Outcomes, etc). For each strategy include:   * The strategy name and owner (if known) * A brief description of the strategy * A brief description on how this proposal aligns to the strategy * A link to more information regarding the strategy (if available)   <https://www.nsw.gov.au/waratah-research/priorities-and-collaboration> has information about many of the strategies. |
| Objectives & Key Results (OKRs) | *Define the Objectives of this initiative (not the broader program) and quantify how progress will be measured.*  *Quantify each Objective with Key Results that balance opposing forces (e.g. Revenue & Quality) – target 3.*  *Estimate Confidence in achieving each OKR in entirety – target 5/10 to start: difficult, not impossible.*  *Plan to track progress & update Confidence of achieving Key Result - target 70% for stretch.* |
| OKR 1  *Example:*  *Launch an Awesome MVP*   * *40% users return twice/week* * *NPS > 50* * *15% conversion*   *Confidence: 5/10*  ***If there are other OKR’s add a new row and repeat this information for each OKR*** | Objective: One sentence that’s inspirational (qualitative, not quantitative), time-bound (quarterly?), and independently actionable by a team (no excuses)   * Key Result: Quantify: Growth | Engagement | Revenue | Performance | Quality * Key Result: Quantify: Growth | Engagement | Revenue | Performance | Quality * Key Result: Quantify: Growth | Engagement | Revenue | Performance | Quality   Confidence: Provide an indication on how confident the team is that this OKR is likely to be achieved based on what we know today. |
| Outputs  (Scope of deliverables) | Provide a short description of what will be delivered by working to the **Objectives**.   * In Scope: Highlight key aspects included in the delivery * Out of Scope: Highlight specifics that are excluded * Quality (Non Functional Requirements): Outline aspects that ensure delivery quality |

| **3. Value** | |
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| Outcomes  (for users) | *Describe the expected changes in user behaviour (community/staff) as a result of using the* ***Outputs****.* |
| * Outcome 1: One sentence outlining the Outcome. * Outcome 2: One sentence outlining the Outcome. * Outcome 3: One sentence outlining the Outcome. |
| Impact  (for government) | *Summarise organisational improvements resulting through sustaining the* ***Outcomes*** *from this initiative (not the broader program that this work might relate to).*   * *Calculate the opportunity size.* * *Try articulating Impacts in terms of KPIs like: Cost per transaction, Customer Satisfaction, Completion Rate, Digital Uptake, Failure Demand, etc.* |
| Describe each impact |
| Economic Benefits | *Describe the positive economic benefits, outlining when and how will benefits be realised.*  *Specify quantifiable metrics that track results, the ROI of this initiative, and whether they’re one-off or ongoing.*  *Indicate how this initiative supports the benefits of a broader program.*  *Refer to your ISTR template for benefit categories.* |
| * Financial: Describe the Financial benefits. * Qualitative: Describe the Qualitative benefits. * Social: Describe the Social benefits. |
| Cost to deliver | Total Cost: $Enter total costs (eg. $560,000) Please complete the breakdown below. The table has some categories, however if these do not resonate they categories should be changed).   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Cost Categories** | | **FYXX** | **FYXX** | **FYXX** | **Total** | | Internal Labour cost | Capex |  |  |  |  | | Opex |  |  |  |  | | Total |  |  |  |  | | External Labour / Professional Services cost | Capex |  |  |  |  | | Opex |  |  |  |  | | Total |  |  |  |  | | Hardware cost | Capex |  |  |  |  | | Opex |  |  |  |  | | Total |  |  |  |  | | Software Costs | Capex |  |  |  |  | | Opex |  |  |  |  | | Total |  |  |  |  | | <Optional category 1 > Cost | Capex |  |  |  |  | | Opex |  |  |  |  | | Total |  |  |  |  | | <Optional category 2> Cost | Capex |  |  |  |  | | Opex |  |  |  |  | | Total |  |  |  |  | | Grand Totals | Capex |  |  |  |  | | Opex |  |  |  |  | | Total |  |  |  |  |   *Please describe the makeup of the cost of each category with 1-2 sentences, for example, Software Costs: Product 1 - $xx, Product 2 -$yy* |
| Funding previously requested | Previous DRF Funding provided: $ provided over X instalments. Provide a breakdown of each funding round and dates.  Previous non-DRF funding provided: $X |
| Additional investment to realise benefits | Future investment required: Include any other program funding that may be required to deliver on this proposal, including co-funding.  Future operating costs: Outline the future operating costs / recurrent funding requirements to run the future service/application/etc and how those costs will be met in the future |

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| **4. Delivery** | |
| Product Backlog | Include an outline of the granular work to be done that is currently known. For example this could be a breakdown of the first set of activities the project team can do in the first 30/60/90 days with less granularity provided the further into the future you go. The aim here is to provide confidence that there is enough known work for a project team to mobilise and be productive as quickly as possible. Link to a backlog/list/Trello/JIRA/Kanban, when available |
| Product Roadmap | The product roadmap should outline a medium to long term future for the service, product or project team with the desired milestones or goals the team has set itself over multiple time horizons. The key here is to demonstrate that there is a vision behind this piece of work and the ability to add even more value into the future. |
| Team Construct | <Outline the team structure in the table below>  Team cost breakdown:   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Role** | **Duration** | **FTE** | **Day rate** | **Cost** | | Product Manager | 20 weeks | 100% | $1,000 | $100,000 | | Iteration Manager | 20 weeks | 100% | $1,000 | $100,000 | | Researcher | 20 weeks | 100% | $1,000 | $100,000 | | Designer | 20 weeks | 100% | $1,000 | $100,000 | | Engineer | 20 weeks | 100% | $1,000 | $100,000 | | SME backfill | 20 weeks | 40% | $1,000 | $40,000 | | **Total** | **$540,000** | | | |   Please highlight or mark which roles are:   * Internal public servants * Contractors * Professional services   *Note: Digital Marketplace* [*day rate references*](https://marketplace1.zendesk.com/hc/en-gb/articles/360000556476)*.* |
| Team Capabilities | Outline the capabilities and skills the team will need to successfully deliver on your proposal. Where possible outline if this capability is able to be fulfilled within the current public services capabilities or if professional services are needed. Where using professional services outline how this could be used to help uplift the public service capability to reduce the skill gap. |
| Team Capacity | Click or tap here to enter text.<What capacity does the team currently have?  How will the team obtain the additional capacity to do the work?> |
| Ways of Working | <Outline ceremonies, agile approach, etc> |

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| **5. Risks** | |
| Risks | <Outline key risks against significant milestones and how these will be managed throughout delivery. For each risk, include:   * Description of the risk / risk event; * Description of the impact of the risk if it is realised; * Include a rating of catastrophic, high, medium or low impact; * The perceived likelihood of the risk; and * Description of the mitigation or statement that it has been risk accepted.>   EXAMPLE:  Risk 1: Procurement related delays   * Description: The project is for a Scale phase and will require some procurement to be completed. There is a risk that this procurement may take longer than anticipated due to protracted negotiations. * Impact: If negotiations are finalised late the Scale phase will be completed later than desired as the project team will not have access to the materials in the expected time frames. * Rating: Medium impact * Likelihood: Possible. * Mitigation: Negotiate access to smaller amounts of materials and equipment on a trial basis until negotiations are finished so that some work can progress while negotiations occur.   NOTE: Cyber specific risks should be included in Section 6.> |
| Dependencies | <Include interdependencies with other programs of work and how they will be managed> |
| Constraints | <Callout any specific restrictions or limitations that constrain the work and how they might be managed or mitigated> |

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| **6. Security and Privacy** | |
| Privacy | *<Outline any Privacy concerns for this project and how they might be addressed or explored further. If engagement with the Information and Privacy Commissioner has occurred, outline the details and recommendations from the engagement>* |
| Cyber Security | <*Outline any key cyber security concerns for this project and how they might be addressed or explored further. If engagement with Cyber NSW has occurred, outline the details and recommendations from the engagement. Also disclose if the project has performed a risk assessment for the product? If so please ensure key cyber risks for the product are included* *>* |

**Appendices**

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| **Appendix A: Benefits** | |
| Have you submitted an ISTR (Inputs for Statutory and Treasury Reporting) | *<please provide details of when and who you submitted your completed ISTR>* |

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| **Appendix B: Data Architecture** | |
| If the answer to one of these questions is yes, please refer to the Data and Analytics Centre (DAC) for further advice. | |
| Does the proposal capture data digitally? |  |
| Does the proposal relate to digital service delivery? |  |
| Does the data exist elsewhere in NSW Government? |  |
| Does the proposal involve predictive modelling/machine learning? |  |
| Do you have plans to publish the data as open data? |  |

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| **Appendix C: Privacy and Information Access** | |
| If the answer to one of these questions is yes, please refer to the Information and Privacy Commission (IPC) for further advice. | |
| The project involves information about individuals – this could be personal information, health information de-identified information, aggregated data, geo-location data |  |
| The project involves information about government functions including inputs to decision making – whether performed by a public sector agency or contracted to another entity |  |
| The project impacts on the rights, entitlements, liabilities and conditions of an individual/s – projects that involve the use of automated decision making systems, artificial intelligence, etc which make decisions or contribute to decision making that impacts on the rights of an individual  The project impacts on the ability of an individual to access information – does the project restrict or promote access to information |  |
| The project involves the sharing of information with another public sector agency or with a private sector entity – for example projects that contribute to the Tell Us Once Premier’s Priority |  |
| The project involves data matching, analytics or linkage – particularly where the project involves personal or health information |  |
| The project creates new information – in what form and where is it held? |  |

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| **Appendix D: Cyber Security (Mandatory)** | |
| If the answer to one of these questions is yes, please refer to Cyber NSW  for further advice. | |
| Is this proposal for a Cyber security initiative? |  |
| Have you ensured that security requirements are identified? If so please include these in Section 6. |  |
| Has the NSW Cyber Security Policy been considered? If so briefly describe how? |  |
| Are the Agency cyber security standards available? |  |
| Has the project identified key cyber security threats and performed a risk assessment for the product? If so please ensure key cyber risks are included in Section 6. |  |
| Will the product need to be considered in scope of the NSW Cyber Security Incident Emergency Sub Plan? |  |
| Have you sought advice from your information security team? If so outline a summary of the advice in Section 6. |  |
| Is there funding available in your costing for vulnerability and penetration testing? |  |