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# Business Cases - Towards certainty

Decisions are more robust and accurate if they are based on thorough, practical and clearly-presented Business Case analysis, supported by data.

We transform information and experience into Business Case insights and advice, so you can make sound decisions about strategy, investment and implementation - clearly, concisely and confidentially.

At all points in the life of your project our input is a step towards certainty.



Our combination of skills in investment analysis, commercial strategy, financial modelling, demographic analysis, service planning, economic analysis, and transaction management mean we can defensibly demonstrate the value of investments to return dividends for investors, the community, or the economy.



## We collaborate on every Business Case we do

Biruu uses an evidence-based approach to policy analysis and planning, so our reports will provide insights and recommendations that are independently verifiable.

Our input is most intense at the start, and at the end. Firstly, reaching an agreement on the financial and economic data, lastly, modelling that data as it flows.

Because data needs flow from the financial model, we design the financial analysis first, and spend time with the consultants who will be delivering up the data. We commence with an intense analysis of data needs.

We go on to set up the financial and economic analyses with dummy data, and flesh it out as information becomes available.

We write the rest of the Business Case during the quieter middle period of design options development.

If the financial and economic analyses is set up first, it is far quicker to redo the numbers as the options evolve.

*If we couldn't collaborate, we wouldn't have earned our reputation for developing good Business Cases.*

### **A solid Business Case begins with strong Investment Logic Map**

The essential logic of the investment must be compelling from the perspective of the Victorian Government and must consider their other policy priorities.

One of our Principals, Dominic Grounds, is accredited by the Department of Treasury and Finance (DTF) to facilitate Investment Management Workshops, so we understand how to bring that process into DTF Business Cases.

# Biruu has a deep understanding of the Department of Treasury and Finance's Investment Management Standard (IMS). We were involved in its development.



DTF engaged Biruu to write the first Preliminary Business Case to use the new Investment Management Standard and template, which DTF now publish as an example of good practice. It is called Noojee Law Courts fictional example and is available through the DTF website.

DTF engaged Biruu to write the new "conceptualise" guideline on how to apply the products of the IMS process (the Investment Logic Map, the Benefits Analysis, the Strategic Options Analysis, etc.) to a real investment proposal. This also includes examples of fictional investments.

Over recent years, Cabinet has considered proposals supported by Business Cases led by Biruu with a capital value amounting to several billion dollars.

We have assisted the uptake of the DTF Investment Management Standard across industry, beyond the inner government sector:

- We completed a new business investment management framework for the Victorian Water Industry focussed on the testing and introduction of new technologies into the sector (Vic Water's Intelligent Water Network Program).
- We have applied DTF's Investment Management Standard across many entities arm's length from government, including VET and higher education, local government, and statutory authorities.
- We have written or assisted with many other investment planning and evaluation processes in the past.



## Our Capability

Evidencing the credibility of its analysis and advice, Biruu has prequalified on the following expert panels:

- Whole of Victorian Government Professional Advisory Services Panel (Commercial and Financial Advisory Services) – Department of Treasury and Finance (Victoria)
- Panel of Pre-Qualified Financial Advisory Services – Specialist Industry Adviser (NSW Treasury)
- Panel of Accredited Investment Logic Map Facilitators – Commerce and Works Directorate (ACT)
- Panel of Project Feasibility, Initiation and Development Managers – Major Projects Victoria
- Planning Advisory Panel (Urban Economics) – Metropolitan Planning Authority (Victoria)
- Health Economic Services Panel – Department of Health (Australian Government)
- eServices Register – Department of Treasury and Finance (Victoria)
- General Services Panel (Commercial Advisory) – Department of Environment, Land, Water and Planning (Victoria)
- Rural Council Planning Flying Squad – Department of Environment, Land, Water and Planning (Victoria)
- Panel of Gateway Review Team Leaders – Department of Treasury and Finance (Victoria)
- Panel of Accredited Investment Logic Management Facilitators – Department of Treasury and Finance (Victoria).

## Seymour Revitalisation Initiative Business Case



The Victorian Government in October 2018 promised \$1 million funding for the Seymour Revitalisation Initiative, a whole of government approach to unlocking the potential, addressing barriers and ensuring Seymour is best placed to attract greater investment.

Biruu was commissioned to produce a Preliminary Scoping Study and Investment Logic Map, and then was re-engaged to facilitate workshops to develop foundational analysis of the Business Case. Biruu was then commissioned to write the full Business Case, including an economic analysis report.

## Vic Ports Corp – Station Pier Business Case



Biruu was engaged by Victorian Ports Corporation (Melbourne) to develop a Business Case for the redevelopment of Station Pier. With larger and more numerous cruise ships berthing at Station Pier each year, and new, larger Spirit of Tasmania vessels on the way, Station Pier requires redevelopment to meet rising demand. Biruu prepared an ILM, developed options in conjunction with VPCM and provided economic analysis for the project.

Biruu was later engaged to develop a Business Case to redevelop the road network: the roads surrounding Station Pier are residential and are not able to accommodate the large amounts of traffic generated by cruise vessels and the Spirit of Tasmania berthing at Station Pier. A redevelopment of the road network was required to adapt the road network for rising demand. Biruu prepared an ILM, economic analysis and a full business case.

Biruu was also engaged to prepare a submission in accordance with the Planning Advisory Committee Directions related to the planning undertaken by VPCM for the proposed upgrade to Station Pier.



# Our Experience

A sample of assignments for which Biruu has led the Business Case, which amounts to billions of dollars of investment, are listed below

- Proposed Civic Offices Redevelopment, for City of Darebin
- Geelong Cultural Precinct Business Case, for Major Projects Victoria
- Proposed Civic Offices Redevelopment, for City of Greater Dandenong
- Yarra Arts Precinct Commercial Car Park: Strategic Assessment & Options Analysis, Business Case & Procurement Strategy, Financial Modelling and Analysis, Transaction Management & Tendering, for Department of Premier & Cabinet (Arts Vic)
- Wodonga Central Rejuvenation, for Places Victoria
- Urban Living: Increasing Living Density In Central Geelong, for Department of Environment, Land, Water and Planning (DELWP)
- Geelong Station Precinct, for DELWP
- Bendigo Civic Precinct, for City of Greater Bendigo
- Lara Shopping Centre, for City of Greater Geelong
- Best Use of Government Surplus Land, for DELWP
- Geelong North East Station Precinct Commercial Office Building for DELWP
- Business Case & Procurement Strategy, Transaction Management & Tendering, Strategic Commercial & Negotiations Advice, for Sport and Recreation Victoria
- Aged Care Property Development: Strategic, Commercial and Negotiations Advice, Transaction Management & Tendering, for Department of Health and Human Services
- Port Of Sale Business Case, for Wellington Shire Council
- State Collections Integrated Storage Project, for Department of State Development, Business & Innovation
- Business Case for Expansion Options & Procurement Strategy, for Melbourne Sports & Aquatic Centre
- Bellarine Safe Harbour: Development Analysis and Strategic Assessment, for Department of Environment & Primary Industries
- Norlane & Corio Urban Renewal Strategy: Business Case & Procurement Strategy, for Department of Health and Human Services, Major Projects Victoria
- Geelong State Government Offices Redevelopment Business Case, for Major Projects Victoria
- Sale Livestock Exchange Redevelopment, for Wellington Shire Council
- Heales Road Industrial Estate Development, for City of Greater Geelong
- Geelong Performing Arts Centre Redevelopment, for Major Projects Victoria/Regional Development Victoria
- 55 St Andrews Redevelopment, for Department of Treasury & Finance
- Industrial Property Strategy, for American Bank Note
- TAFE Sector Partnerships Victoria Procurement Strategy Development, for Department of Education and Training, Higher Education and Skills
- Ashwood & Chadstone Redevelopment Feasibility Study: Financial Modelling & Analysis, for Department of Health and Human Services
- The State-Wide Court Room Demand Model, for Department of Justice and Regulation
- Urban Renewal Feasibility Study for Mornington Peninsula Shire
- Broad Meadows Health Services Village, for DELWP
- Fortuna Villa Bendigo Feasibility Study, for DELWP
- Portland Bay Coastal Infrastructure Plan, for Shire of Glenelg
- Forensic Sciences Centre, for Victoria Police
- Arden Urban Renewal Precinct, for Department of Economic Development, Jobs, Transport and Resources
- New Business School - Investment Analysis and Business Case, for La Trobe University
- TAFE Structural Adjustment Fund, for Department of Education and Training Higher Education and Skills



# Our Team



Alison Hallahan has contributed to policy development and implementation, strategic planning and asset program management in Victoria for more than fifteen years. Alison displays a rigorous approach to early planning, along with a pragmatic understanding of the long-term implications of early decisions. She believes that user engagement in strategic and service planning delivers long term dividends to organisational success. She has a strong record of success in translating service requirements into successful business proposals.

Michael has a broad range of experience in developing Business Case strategies for funding success and transacting with the private sector. He has directed and managed large and complex tender projects in a competitive and demanding environment. Michael brings a detailed knowledge of delivering successful projects from the initial concept stages to Business Case development, contract negotiation to closure and finally implementation and onto project completion.



Dominic's territory is capital investment, notably real property and infrastructure, usually for the purpose of delivering a service. These skills come together in the planning and execution of Business Cases and Feasibility Studies, the development of predictive models drawing on financial and demographic data, and the examination of the consequences of new policy or investment proposals.



We cut through complexity.

Starting with industry knowledge and data, we create meaning through analysis, we test our insights, and then we communicate the outcomes succinctly.

In this way, we make the complex accessible.



### Health and Human Service Planning

The health sector's scale and complexity requires that service planners understand population health data, the sector's financials, and the sector's culture.

### Investment Analysis

Major investment decisions need a mountain of analysis wrapped up in a Business Case. We plan and execute the journey to build the investment case.

### Financial Modelling

Investment grade financial models, upon which major capital decisions can be based, sit at the heart of every good Business Case. Financial analysis is our core capability.

### Transaction Management

We have the procedures and experience to lead complex multi-party transactions to the point of contract execution.

### Commercial Strategy

Implementable, effective, and enduring solutions require the right commercial approach from the start. We help clients plan how best to engage with the market.

### Government Process

Biruu understands Victorian government cabinet processes and document guidelines. We help clients frame their funding proposals the way government wants.

### Demographic Analysis

Decisions based on a thorough and clearly presented analysis, supported by data, are always more robust under scrutiny.

### Economic Impact Analysis

All investment has an economic dimension, and all economics has a social dimension. We develop the models to calculate economic and social impacts.

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## Our commitment is to live our values in our work

**Respect:** show respect to all colleagues, clients and stakeholders, and in doing so respect the work that we have undertaken for them.

**Consideration:** be considerate to the needs and limitations of colleagues, stakeholders, clients and contractors.

**Honesty:** be fair and honest in all dealings with clients, including avoiding conflicts of interest and disclosing them when they appear.

**Environment:** be alert to the impact of all decisions about the use of resources.

**Ethics:** speak out when you see wrong.

**Transparency:** document all work processes undertaken so that clients can follow the cognitive and modelling processes and assumptions that lead to the conclusions and recommendations that we make in our work.

**Confidentiality:** protect the privacy of those providing information, and do not disclose any confidential data unless there is written permission to do so.

**Integrity:** approach all assignments with integrity and provide outcomes that are evidence based and that can stand up to rigorous scrutiny.

**Communication:** maintain open lines of communication with our clients and our broader network of contacts.

**Contribution:** endeavour to deliver outcomes that make a contribution to the clients and the communities we are serving.

**Safety:** keep all people on which we have a material influence safe from physical, psychological and reputational harm.

## Principals



Dominic Grounds

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Alma Gill

Alison Hallahan

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