

Business Case Bites

1 March 2016

Right-sizing workshop engagement for problems and benefits

WHAT IT IS

This bite aims to assist practitioners in applying best judgement to ensure the scale of workshops for problem and benefit identification is fit for purpose. It is applicable to the strategic case phase and at the activity level (indicative business case phase).

Understanding what appropriate levels of engagement might be to aid the understanding of problems and benefits will help in developing up your point of entry as well as IBC scoping documents.

Determining the best way to proceed should be undertaken with P&I, HNO and stakeholder agreement.

WHY USE IT

With transport improvements there is no one size fits all; corridors and projects vary in size, complexity, stakeholders involved and levels of risk.

Any activities (including workshops) to help identify problems and benefits should be of the right size to ensure they are fit for purpose, make best use of stakeholders' resources and avoid workshop fatigue by being overly complex for the relative risks/significance of the activity under consideration. This early assessment of risks and level of work required will help to ensure unnecessary steps are not taken, as well as ensure that the level of risk is anticipated and the right steps have been taken to mitigate those.

HOW IT'S APPLIED

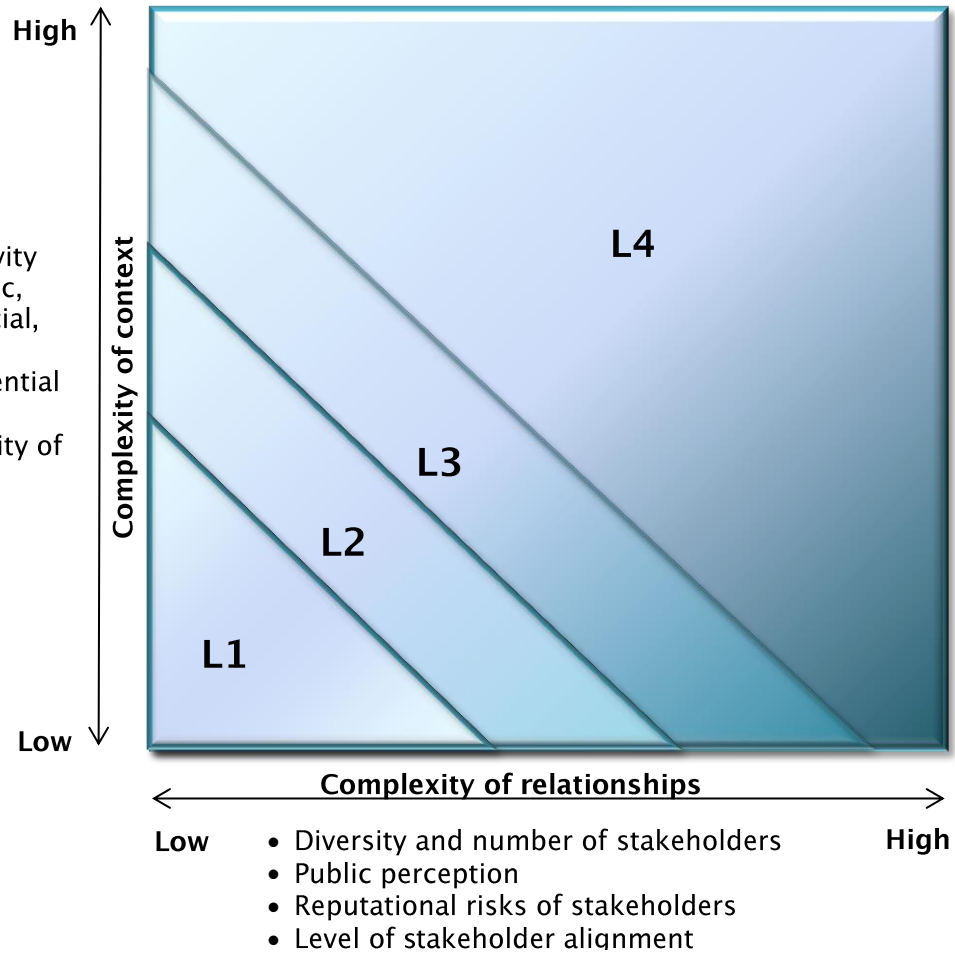
The right-sizing chart over page provides a four-tier framework for assessing the level of complexity and starting point for thinking about an appropriate approach to engaging on problems and benefits. This is consistent with the business case approach.

FURTHER INFORMATION

This should be used in conjunction with the material available on the Highways Information Portal site, particularly in the [investment logic mapping section](#), which gives more detail on problem and benefit definition.

Contact outcomeplanning@nzta.govt.nz for any further advice.

- Complexity of activity context (geographic, environmental, social, economic)
- Complexity of potential outcomes
- Scale and complexity of potential response
- Amount of historic study/works



LEVEL	EXPLANATION	
1	Engagement with key stakeholder(s) to ensure agreement of problems and benefits and the way forward	Where there is only a small number of stakeholders (one other stakeholder as well as P&I), and risks and the level of complexity is minor and well understood, engagement can occur informally.
2	Problems and benefits identified through less structured workshop(s)	Problems and benefits defined in collaboration with stakeholders in a structure which is less formal than an ILM process. Risks and complexity is still low, however greater stakeholder engagement is required. Engagement occurs in a more formal workshop manner, however, may be able to merge workshops together.
3	ILM process with an NZ Transport Agency approved non-accredited facilitator	A number of workshops required to develop problem and benefit statement, preferably one for problems and one for benefits. This approach is required when risks, complexity and stakeholders are considered to be high, as well as the complexity of the corridor.
4	Full investment logic map (ILM) with an independent accredited facilitator	It is important to do a full ILM where there are a number of risks on the corridor that need to be addressed. For instance, where there are a number of stakeholders with multiple outcomes being sought and a large degree of uncertainty due to the complexity and high levels of risk, formal approach for problems and benefits identification is required.

This guidance is intended for staff/suppliers completing business cases for Highways & Network Operations of the NZ Transport Agency

