

# BEST PRACTICE APPROACH TO PROGRAMME BUSINESS CASES A VISUAL GUIDE

This is an example of a 'model' process for the programme business case (PBC) phase. It demonstrates the steps to be undertaken within the PBC. However, it should be noted that practitioners should right size the steps to suit the needs of their particular PBC.

The steps shown are consistent with the business case approach. This should be used in conjunction with the material available on the [Highways Information Portal](#) site, particularly

the [programme business case guide](#), which gives more detail on how to develop a PBC.

Ultimately, a PBC should be able to demonstrate the investment story and answer the '16 questions', as relevant to the particular PBC.

Determining the best way to proceed should be undertaken with stakeholder agreement.

## Evidence collection and analysis interpretation

- Collation of what we know and the closure of knowledge gaps
- Develop uncertainty log - risks, constraints and interdependencies and agreed approach to considering these through the development of the PBC
- Analysis of evidence to confirm or disprove the problem/opportunity and develop further to add context from interpretation of evidence base

### Public consultation 'view seeking'

- Recommended to be undertaken, but dependent upon size, significance, risk, etc of potential programme
- Presentation of problems/opportunities determined from strategic case
- Shaping of initial SMART investment objectives, including baseline
- Seek views on the problems and observations of any gaps or additional insights
- Seek initial 'how to fix it' feedback, seek views on alternatives and options and record them for the next step

## Alternatives and options development and assessment

- Prepare for stakeholder engagement workshop 1. At a high level develop a 'straw man' on how we might intervene from demand, productivity and supply sides
- Determine stakeholders for workshop 1
- Review of NZ Transport Agency multi criteria analysis (MCA) framework and understand requirements, or adjustments
- Identify initial long list of alternatives and options, including any public feedback from step 1

### Stakeholder engagement workshop 1

- Reconfirm strategic case; confirm developed problems and investment objectives with stakeholders (scale dependent, but can be done in separate workshop)
- Determine continuing with programme business case development or not
- Use alternatives and options identified
- Identify other alternatives and options from stakeholders (if any)
- Seek stakeholder views around high level outcomes (risks, dis-benefits, dependencies and trade offs) of the options and alternatives
- Apply the MCA to alternatives and options and consider stakeholder views from engagement workshop 1
- For alternatives and options that can be clearly discounted, not all elements of the MCA need to be completed

## Draft programme creation

- Create a range of programmes consisting of a combination of the developed alternatives and options, which give effect to the desired outcomes and investment objectives
- It is likely that there will be a mix and match of various alternatives and options into a range of potential programmes
- Undertake an initial assessment which demonstrates the potential outcomes each programme may achieve

### Stakeholder engagement workshop 2

- Presentation of assessment of alternatives and options and draft programmes
- Stakeholder feedback - anything over and above the identified alternatives and options
- Test programmes with stakeholders and gain feedback, support and direction
- Determine a clear scope on direction and way forward

## Draft programme business case

- Quantify workshop feedback
- Complete and revisit, as appropriate, analysis and detailed MCA to demonstrate the range of programmes and a recommended programme

### Public consultation 'here is your recommended programme'

- Scale dependent upon size, risk, etc of potential programme
- Present the recommended programme of alternatives and options as well as the shortlist to the public
- Seek views and any other ideas
- Take feedback (if any) from the public consultation
- Further analysis (as required)
- Prepare draft PBC

## Finalise programme business case

- Final PBC review
- Confirm final recommendation
- Final amendments and assurance

## Approvals

- Prepare relevant paper
- VAC/NLTP/Board to adopt recommended as a preferred way forward

POINT  
OF ENTRY

STRATEGIC  
CASE

PROGRAMME  
BUSINESS CASE

INDICATIVE  
BUSINESS CASE

DETAILED  
BUSINESS CASE

PRE-IMPLEMENTATION  
/ IMPLEMENTATION

POST  
IMPLEMENTATION