

PROGRAMME BUSINESS CASE OVERVIEW

The Programme Business Case will identify a programme of works that will deliver on the case for change

The **PROGRAMME BUSINESS CASE** is the third step in NZ Transport Agency's Business Case Approach (BCA), which is founded on some overarching principles:

- **Quality analysis** – Our work should be evidence based, thoughtful and focused.
- **Fit for purpose effort** – We should right size our effort to the risks and uncertainties. One size should no longer fit all.
- **No surprises** – Building up the investment story gradually and identifying the risks and uncertainties allows issues to be addressed earlier in the process when it is more cost effective to deal with them.
- **Aligned to our management processes** – The BCA works with the methodologies, approaches and processes we have in place and is complementary to those.

WHAT IS THE AIM OF A PROGRAMME BUSINESS CASE

The programme business case (PBC) confirms the case for change and identifies a broad range of alternatives and options at a high level from which to select an optimal programme. It allows the decision maker and investor the opportunity to choose which potential programme (or combination of programmes) to progress by allowing a trade-off to be made between risks and benefits. In some instances, where the evidence shows there's no problem, a PBC may not be progressed.

The PBC shows a more thorough understanding of the problems, opportunities and constraints developed within the strategic case and creates a clear way forward for the development of options, within the indicative business case. Detailed solutions are not looked at within the PBC.

The recommended programme may be delivered by multiple parties over a period of time. When delivered in a coordinated manner a programme will produce synergies, eg a corridor programme may accept travel time dis-benefits on one route to maximise safety outcomes, while improving the efficiency and priority of a parallel route within the corridor.

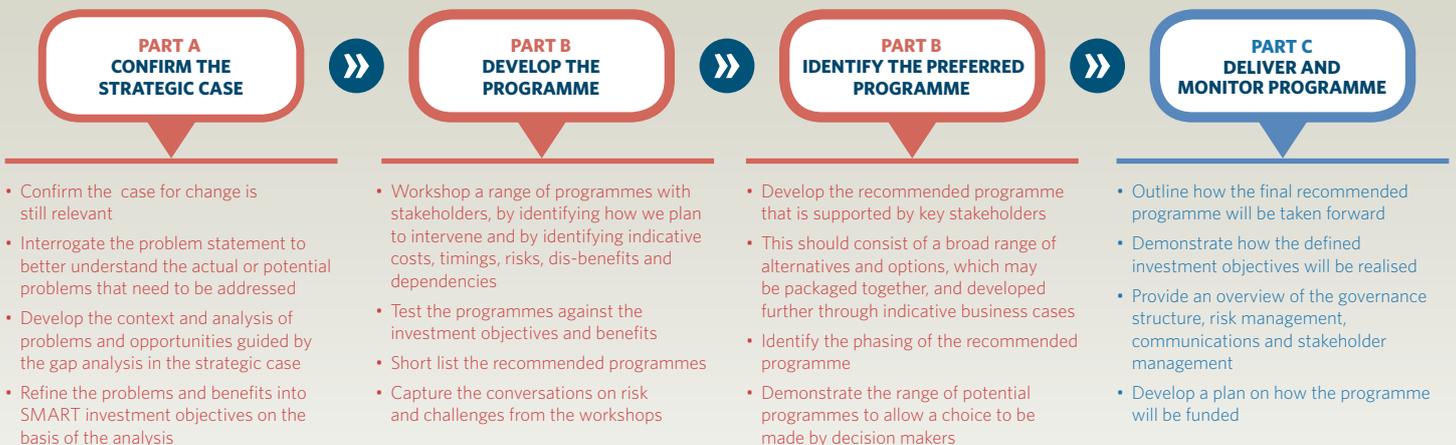
The programme business case presents an early opportunity for stakeholders to influence the direction of investment.

The programme business case is a living document that should be revisited when undertaking each ensuing indicative business case.

WHAT IS EXPECTED

- The size of the report should be determined by the complexity of the transport planning exercise undertaken; however, it should be concise.
- The planning horizon for a PBC should be appropriate to the problem statement and the scale of temporal risks and uncertainties impacting the ability to effectively plan into the future.
- Develop the strategic case and further explore the evidence base to confirm it is still relevant.
- The P&I measurement framework is the starting point for SMART investment objectives.
- The investment objectives should be used to assess the program.
- The programmes should range in size/scale and value and will include a do-minimum. They should consider a range of alternatives across the spectrum of the Hierarchy of Intervention.
- The process and outcomes of programme assessment will be well documented to provide a robust audit/review trail.
- Have a clearly established method on how to deliver and monitor the final recommended programme.
- At all stages of the PBC, key stakeholders should be involved with their concerns detailed and, where appropriate, public engagement in the problems, opportunities and strategic interventions should be considered.
- Network optimisation (where applicable) forms a precursor to other types of intervention.
- A one network approach has been taken to developing programmes with our partners.
- The PBC should tell the story as to why this is the preferred programme.

THE PROGRAMME BUSINESS CASE PROCESS



KEY QUESTIONS CONSIDERED ARE

The following questions should be used for testing the programme business case:

CONFIRMING THE STRATEGIC CASE

1. Is the strategic case still relevant?
2. Is there strong evidence of support from management and other key stakeholders?
3. Are the SMART investment objectives clearly linked to the strategic case?

ALTERNATIVE AND OPTION ASSESSMENT

1. Could the network be better optimised?
2. How do the alternatives/options address the problems identified?
3. What is the process for generating and short-listing options?
4. What synergies/conflicts are there between alternatives if packaged together?

IDENTIFYING THE PREFERRED PROGRAMME

1. Is the preferred programme going to alleviate the identified or perceived transport problems?
2. Is the preferred programme consistent with the strategic case and the investment objectives?
3. What are the likely impacts of the preferred programme?
4. Is the preferred programme likely to be acceptable to the public, affordable and feasible?
5. Is there a clear rationale for the rejection of alternatives on completion of the programme business case?
6. What are the measures to identify the success of the programme?

WHERE DO I GET SUPPORT

REGION	REGIONAL HNO	TECHNICAL SPECIFICATION	HNO TEAM
Auckland/Northland	Mieszko Iwaskow	Environment and Urban Design	Rob Hannaby
Waikato	Anuradha Fitzwalter	Pavements	John Donbavand
Bay of Plenty	Mark Haseley	Safety	Fergus Tate
Central	Selwyn Blackmore	Structures	Barry Wright
Christchurch	Mike Blyleven	Property	Malcolm Watson
Dunedin	Tony Sizemore	Outcome Planning	Neil Cree
		Procurement	Richard Quinn
		Commercial	Peter Spies
		Maintenance	Dave Darwin
		Operations	Kathryn Musgrave

Investment advice should be sought from your Regional/National P&I Planning and Investment Manager in the first instance.

- Best practice for business cases (on OnRamp)
- NZTA Highways Information Portal (HIP) (<http://hip.nzta.govt.nz/>)
- NZTA Planning and Investment Knowledge Base (<https://www.pikb.co.nz/>)
- outcomeplanning@nzta.govt.nz

CLOSING OUT THE PROGRAMME BUSINESS CASE

