**Standards and Guidelines Development Process**

* The proposed process is indicated below and the details described under the outline.
* It places the responsibility for providing a satisfactory, quality assured case for the adoption of the proposed change or new policy or standard with the proponent and business owner so the ratification group can operate in a governance role.
* The process is to be used in conjunction with that {yet to be} developed for establishing the priorities for proposals across the sector, any proposal should therefore address a priority of the sector. It allows for variation by reviewing priorities of planned proposal development.
* The proponent of a change to a policy or standard takes accountability for ensuring it supports business goals of the sector organisations, is in their business plans, and is developed and quality assured so it is fit for purpose, technically correct and beneficial when implemented as proposed.

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| 1. Define opportunity | * Develop problem/opportunity statement * Identify strategic link * Estimate scope, impact & value for money * Identify risks * Establish indicative support for proposal |
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| 1. Establish Priority | * Reference existing policy and standards proposals * Define relative priority and position in plan * Include in business plan |
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| 1. Establish Project and Team | * Engage new or existing sector representative team * Engage project resource * Develop Project plan * Develop engagement/consultation plan |
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| 1. Develop proposed changed or new policy or standard and proposal for implementation | * Consider options in different circumstances * Consider existing approach locally & elsewhere and use working groups where appropriate * Develop proposed changed or new policy or standard, and proposed variations to related policies or standards * Ensure feasibility * Develop implementation plan * Develop review plan * Develop risk management plan * Determine impact, benefits and costs * Develop ratification proposal * Quality assure proposal * Gain sponsors endorsement |
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| 1. Seek ratification | * Add to ratification program |
|  |  |
| 1. Ratify proposal | * Determine conditions of ratification * Ratify proposal * Recommend approval |
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| 1. Implement proposal | * Implement changes to business plans * Implement communications and training plan * Implement proposed changed or new policy or standard |
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| 1. Review proposal | * Implement review plan * Report findings and implications of review |

1. **Define Opportunity**

Proponent: Make the strategic case for the change at the level of rigour appropriate for the impact of the change.

* Identify the problem or opportunity to be addressed, including its scope across the sector.
* Determine which strategic objectives it contributes to.
* Identify the likely impact on outcomes, the benefits and resources required & costs of achieving these.
* Identify the risk of doing nothing, and of implementing the proposal.
* Identify the stakeholders of the proposal.
* Establish the support amongst stakeholders across the sector for the proposal and scope.

1. **Establish Priority for progressing the proposal**

Ratification committee: Determine the relative priority for this proposal against others

Planning & performance team: Determine whether the Agency wishes to proceed to develop this proposal and will provide sufficient resource.

* Reference existing policy and standards proposals to determine the relative priority of all opportunities.
* Determine the relative priority of proposals on hand to determine which will be proposed for inclusion in the business plan.
* Include the supported proposals in the business plan and commence activity on these.

1. **Establish the Project to develop and implement the proposal**

Proponent: Establish the project team, project manager and plan in proportion to the impact.

* Engage a representative project team or reference group to ensure stakeholders are represented. Ensure you consider both internal stakeholders as well as external (e.g. the affected supply chain). Engage project management resource to ensure progress to plan, report on progress against the business plan etc.
* Develop the project plan as the baseline expectation.
* Develop an engagement plan and maintain it so that it is clear throughout the process who was engaged/consulted in developing the outcome.
* The obligation is on the proposer to develop the right consultation process.

1. **Develop proposed changed or new policy or standard and proposal for implementation**

Proponent: Develop the detailed changed or new policy or standards, and the proposed business case supporting its implementation seeking ratification in proportion to the impact of the proposal.

* 1. **Consider options in different circumstances**
* Consider a range of scopes and options for the proposal potentially enabling the change across the ONRC and road agencies to ensure that it is right sized, supports harmonisation of practice.
  1. **Consider existing approach locally & elsewhere**
* Ensure that where possible approaches used in New Zealand or comparable jurisdictions are considered as a means of shortening the process, and broadening harmonisation.
* Use/develop working/technical/industry groups as having the right team helping to put it together by using an existing body where you can.
  1. **Develop proposed changed or new policy or standard, and proposed variations to related policies or standards**
* Develop the proposed changes or new policy or standards so that it achieves the desired impact.
* Identify the changes to existing policies or standards, and the associated practices that must be changed to provide clarity and ensure the intended impact can occur.
  1. **Ensure feasibility**
* Technical feasibility is the responsibility of the lead advisors. The endorsement of the lead advisor will accompany the request for ratification.
* The lead advisor should also decide whether a peer review is necessary and ensure that the outcome is reported. The lead advisor should be clear whether the purpose, goals and outcome measures of the proposal were achieved.
* Ensure that there is sufficient information to decide whether the proposal is feasible and reasonable to implement.
* Consult with representatives of the supply chain, project teams and maintenance representatives, and procurement representatives to ensure the proposal can be implemented, and the requirements and costs to embed this in practice
  1. **Develop implementation plan**
* Develop an implementation plan reflecting:
  + The scope of application, e.g. whether this applies only to forthcoming new builds that have not commenced a pre-implementation phase, with no retrospective use, or which ONRC classifications and agencies this applies to
  + The timing of its implementation. e.g. if the changed standard requires a material change to our supply chain’s operation a grace period before it’s mandatory adoption may be appropriate.
  + A communications plan, which may be as simple as issuing a TAN and summary in the periodic communications regarding policies and standards. Consider whether the proposed implementation and communications plans are targeting the correct audience. Ensure there is sufficient resource allocated to get reasonable awareness and buy-in to the changes. Identify any training needs needed to support implementation and include such costs with each of the implementation options.
  + Any training program or change to existing programs required to ensure the proposal is effective, e.g. for installers of new equipment, or for training organizations supporting existing varied standards
  + What process changes may be required to adopt this
  + Whether the least cost option is proposed, and if not why not. For example a more urgent implementation may be required to mitigate unacceptable risks even though this comes at a greater cost.
* The recommended implementation option must be clear that any urgency that incurs a significant cost must identify a need and benefit sufficient to justify that cost.
* Confirm the implementation plan is clear cut and will be successful with stakeholders, particularly if there are impacts on current or future contracts, and resolve these.
  1. **Develop review plan**
* Develop a review plan that is proportional to the impact of the proposal that when implemented will demonstrate how the achieved impact, benefits and costs compare to those forecast, and provide lessons learnt regarding the proposal in practice.
* Identify whether the implementation costs and delayed actions are properly included in the review plan so they can be compared and measured later.
* Ensure that the review period/process is clear so that there is reporting back particularly on lessons learned.
  1. **Develop risk management plan**
* Determine the risks of implementing and of not implementing the proposal. These may be contractual, technical, or related to the speed of benefit accruing for example.
* Develop mitigation actins for significant risks and include these in the implementation plan.
  1. **Determine impact, benefits and costs**
* Determine the likely impact of the proposal on customer levels of service and outcomes.
* Assess the likely benefits against the performance metrics related to the targeted impact, and the costs of both the new standard or policy to our current and future business, as well as the costs of implementing the proposal including those for training, risk management and review.
* Decide whether the assessment identifies whether sufficient value for money has been achieved to proceed.
* Consult with stakeholders including the Investment and Finance team and affected suppliers to confirm their support for the proposal.
* The assessment must set out the description of the benefits that were to be achieved, be explicit about whether the benefits are still achievable and what metrics will be used to measure the successful outcome. Consider whether there are any hidden costs not identified that might be incurred by the affected teams, ensuring you acknowledge the cost impacts in the supply chain. Decide if there is still sufficient benefit to proceed. Provide all the stakeholders and especially Investment and Finance an opportunity to comment and report on the feedback, particularly any disagreement with the change and the reasons for it.
  1. **Develop ratification proposal**
* The Subject Matter Expert shall be responsible for producing the ratification report.
* The report will need to describe the considerations above in sections a-h, and the response of stakeholders to these. It must be in form {to be developed} and contain the assurance documentation related to the items a-h as described in that form. It must therefore include:
  + a clear problem statement that identifies why the work was done
  + a scope, and options statement, including description of what is done elsewhere
  + the proposed changed or new policy or standard document
  + a statement regarding the feasibility of implementing the proposal
  + an implementation and communications plan. Included in the report must be an implementation plan and a communications plan. The implementation plan must identify the level of cost likely with each of the possible options, including the likely follow-up costs such as the cost of necessary training and communication.
  + Review plan
  + Risk management plan
  + Statement on the expected impact, benefits and costs of the proposal and the basis of this
  + The support of the sponsor
* It should be in proportion to the impact, benefit and cost forecast. In simple cases this might be established by stating that there will be no material implementation cost for example.
* The report should include and be inclusive of the impacts on our existing contracts and what it means for our existing assets.

The Subject Matter Expert needs to ensure there is a form of project proposal setting out the purpose, goals and outcome measures. The lead advisor should confirm that the form of proposal is adequate, allowing the Subject Matter Expert to establish a budget and contract external resources as needed. Status reporting should be to the lead advisors, who will then need to make a consolidated report on project status to their Managers on an agreed timeframe.

* 1. **Quality assure proposal**
* Obtain a peer review of rigor in proportion to the impact and risk of the proposal.
* Obtain agreement by the sponsor. The sponsor needs to be satisfied that the checks have been properly assessed and mitigated before endorsing the report, so that the request for ratification can be processed.

1. **Seek ratification**

* The proponent will submit the documents to the administrator.
* The administrator will receive the application and put it on the agenda for the next monthly ratification group meeting, forward the papers to the group, or in the case of urgency, or simplicity arrange an out-of-session meeting.

1. **Ratify proposal**

* The administrator will document the Ratification Group meetings, document decisions and convey these to the sponsor and proponent and owner.
* The ratification group ensures there is a match between the scope of the process and the people who have been involved.
* A recommendation will be made to the Senior Manager Operational Policy, Planning and Performance and the RCA Forum for all items for which a request is made, whether approved or declined or accepted with conditions or subject to changes. The recommendation should include an outline of the process outcomes so that it is clear how the decision was reached. The Senior Manager and the Forum will advise the Group Convenor of their decisions.
* Proposals that are declined may be reworked and resubmitted.

1. **Implement proposal**

* The proponent is responsible for auctioning the implementation plan as proposed, given its inclusion in the business plan, and for promulgating the new policy or standard.

1. **Review proposal**

* The administrator will maintain a schedule of policy and standard reviews and advise the proponent and sponsor or their successors of the need to implement this action ahead of development of the business planning for the year of the review.
* The sponsor and proponent shall action the plan and report on its findings to the ratification group.
* The action will be at the appropriate time and as set out in the Review Plan. This includes future evaluation of the performance and benefit measures identified at project initiation and the benefit metrics identified in the value for money assessment to ensure that the quality of the outcomes is understood.

**Roles**

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The process described above uses the following roles.

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| Proponent | The person proposing the change or new policy or standard  The person driving this proposal through ratification and into implementation.  This may be a subject matter expert who is directly involved in managing the development of new policies and standards and working with a sector technical team. |
| Sponsor | The business owner of the impact created by implementing the proposed policy or standard  Note that this is not the same person generally as the owner of the customer outcomes affected, but the person responsible for the impact of particular policies or standards, or an expert in the matters.  This will commonly be the lead advisor for the subject matter when a technical change is proposed. |
| Ratification group | This is the group established according to the related terms of reference charged with ensuring that only properly warranted changed or new policies or standards are ratified and implemented |
| Administrator | The administrative role supporting the ratification group |