# 

**Programme business case template**



Guidance for completing a programme business case

Waka kotahi nz transport agency

1 December 2020

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## Document Control

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## Before you start: Programme Business Case overview

*Use this document as a guide to complete your programme business case (PBC). You should have been directed to complete a PBC from an approved Point of Entry (PoE) document.*

*The PBC provides evidence and analysis to support a proposed programme of work. It must be developed with the involvement of those who can make change and those who can provide meaningful contributions, including Waka Kotahi, other investment partners and community stakeholders. We strongly recommend a workshop-based approach to develop the business case. This ensures that key stakeholders are engaged early and have an opportunity to challenge and shape the direction of the investment proposal.*

*This document sets out good practice for a PBC. You will need to test the relevance of each section as some may not be relevant, and in other instances you will need to add topics that are not included in this document.*

***The primary driver must be whether the information is required to inform an investment decision, which for a PBC is*** *agreement in principle to the preferred way forward, including next steps.*

***Purpose of the PBC***

*The primary purpose of the PBC is to support the decision to invest in a programme of change that optimises potential value for money. It provides an early opportunity for the organisation and key stakeholders to ensure informed decision making drives the direction of the investment proposal, and to avoid putting too much effort being spent on developing investment proposals and options that should not proceed. A PBC:*

* *confirms the need to invest and the case for change, the strategic context and how the proposed investment fits within that strategic context*
* *recommends a preferred programme and a preferred way forward for further development of the investment proposal*
* *seeks the agreement in principle from decision-makers for the preferred way forward.*

*The PBC should be revisited at the start of each activity level business case. Each business case should provide an update on any material changes to the programme drivers, benefits, approach, timeline or costs since the completion of the previous business case.*

*The business case development process is organised around a ‘five-case’ structure designed to systematically answer five key questions, as briefly as possible to provide the required information:*

* *Is there a compelling case for change? (Strategic case)*
* *Does the preferred investment option optimise value for money? (Economic case)*
* *Is the spending proposal affordable? (Financial case)*
* *Is the proposed option commercially viable? (Commercial case)*
* *Can the proposal be delivered successfully? (Management case).*

*Text in green italics is commentary and guidance for drafting purposes; delete it when no longer required.*

*More detailed guidance is provided in the* [*PBC section*](https://invest.nzta.govt.nz/course/view.php?id=42) *on InvestHub.*

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Executive Summary

*Write this last and keep it short! The executive summary is the key output for decision-makers around whether to invest (approval in principle to proceed) and in what options. It should meet the needs of decision-makers by setting out the key aspects of the business case in a concise and accessible form. Structure the summary to follow the five-case model, to allow better comparison between business cases.*

Introduction

*If there is no executive summary, retain the Introduction in the Strategic Case section.*

Describe the investment proposal in one or two sentences. State what decision-makers are being asked to consider or decide in terms of what are they purchasing, in broad terms, and what will be delivered.

Proposed investment programme

*Outline the proposed investment programme*

Background

The purpose of this business case is to:

* confirm the strategic context and fit of the proposed investment
* confirm the case for change and the need for investment
* recommend a preferred way forward for further development of the investment proposal.

Strategic Case

Summarise the need for investment. If a strategic case has been completed previously, then it should be revisited to ensure it is relevant and updated if necessary.

If a strategic case has been completed, then attach it as an appendix.

If a strategic case is being developed as part of this business case, Waka Kotahi recommends an investment logic map (ILM) process should be used to help summarise the rationale for your investment within the strategic case. This section will need to:

* agree the problem/opportunity statements developed during the ILM workshops along with an understanding of the status of the evidence base which supports (or otherwise) the case for change
* explain how the scope of the proposed investment fits within the existing strategies, in terms of the existing and future needs of the organisation
* benefits of successfully responding to the problem (or opportunity) agreed during the ILM workshops.

This section presents the agreed investment story which was developed in the strategic case.

More information on the ILM can be found [*here*](https://www.nzta.govt.nz/planning-and-investment/learning-and-resources/business-case-approach-guidance/strategic-case/investment-logic-mapping/)

*Guidance on the strategic case can be found* [*here*](https://invest.nzta.govt.nz/course/view.php?id=46)

Defining the problem/opportunity

Defining the problems or opportunities to be addressed by the proposed investment should involve inputs from key stakeholders, usually in one or more workshops. Briefly summarise the process for defining the problem/opportunity and what these are. If an ILM has been completed include a copy under appendix one. The text below is an example of how this could be presented:

Key stakeholders gathered on [dd/mm/yyyy] to gain a better understanding of current issues and business needs. The stakeholder panel identified and agreed the following key problems:

* Problem/opportunity one
* Problem/opportunity two
* Problem/opportunity three

The ILM is attached as appendix one.

Strategic context

The strategic context provides an overview of the *environment the investment will take place in, both in terms of the physical and organisational environment.* This should mention any factor that will impact and how it will impact the problem/opportunity, the benefits/outcomes or the investment objectives.

Summarise how the proposal aligns to relevant national, regional, sector and organisational strategies, programmes and plans. Where the proposal is part of a larger portfolio of related programmes or projects, these inter-dependencies should also be outlined.

*Outline why the proposal has come forward at this time. Consider the urgency and how this proposal works within the wider strategic context.*

Organisational overview

The scope of the organisational focus will determine the scope of the investment proposal, whether it encompasses multiple organisations or a single approved organisation. An outcome from the strategic case might be a number of programmes/activities which would be progressed through multi-party funding arrangements. It needs to be clear who the contributing parties are and where benefits are expected to accrue as this will ultimately guide investment. This is therefore an important consideration.

Current planning documents should be referenced wherever possible. There is no need to repeat detailed content of existing, readily available documents. However, the reader should be provided with a brief snapshot of the organisation, of what it is seeking to achieve, current activities, available resources and the environment in which it operates.

The overview also briefly outlines the outcomes that the organisation is seeking to achieve, or contribute to, through its operations. Outline how the proposal will help to achieve the business goals, strategic aims and plans of the organisation.

The summary of the operating environment should consider what external factors are driving the need to invest. These could be political, environmental, societal, technological, legislative or economic factors, threats or opportunities.

Partners and key stakeholders

*This section outlines the key partners to the business case who will have a responsibility for delivering on the investment and explains the approach adopted for identifying key stakeholders who have an interest in the expected outcomes or can influence the investment proposal.*

*Stakeholders should include Waka Kotahi, investment partners, local iwi and community groups, and any other relevant organisation/individual that could impact this investment.*

**Waka Kotahi –** Waka Kotahi is a partner to this business case and is fundamentally concerned with [explain]. Investment in the Transport network may be needed to help solve the problems identified in the strategic case, and fully realise the benefits of investing. Waka Kotahi is also a road controlling authority (RCA) and will be concerned with any impact that this investment proposal will have on the state highway network

**Partner organisation 2 –** The ………… City Council is responsible for fully managing the local road network that forms, with the state highway, the land transport network connecting area A to area B and is responsible for public transport infrastructure that services the area. Investment by the ………… City Council is required to improve the local road network and/or public transport infrastructure to fully realise the benefits for solving problems A and B as identified in the strategic case.

**Partner organisation 3 –** The company ………… Ports Limited is responsible for the operation of port A that relies primarily on the land transport network for transporting containers and commodities. Investment by ………… Ports Limited is required within the boundaries of its site to fully realise the benefits for solving problem C as identified in the strategic case.

**Local iwi –** ………… is the local iwi. They have a ………… connection to the land/area. The local iwi, …………, own some of the surrounding and/or required land and the project team will have to work with them to deliver a fit for purpose solution.

*The table outlines the key stakeholders and customers of the participating organisations relevant to this investment. The area of focus helps identify their commonalities and differences.*

|  |  |
| --- | --- |
| **Stakeholders** | **Focus areas** |
| Stakeholder 1 | Focus areas |
| Stakeholder 2 | Focus areas |

Benefits and opportunities

*The potential benefits and measures of successfully investing to address issues/opportunities have been identified for the strategic case.*

|  |  |  |
| --- | --- | --- |
| Benefit | Measure | Baseline |
| *eg 1.1 Impact on social cost of deaths and serious injuries* | eg 1.1.1 Collective risk crash density | The baseline is the reported result of the selected measure at the start of the investment |
| *Benefit and non-monetised measure 2 etc.* |  |  |

*It is expected that benefits and measures from any previous business case phases (including PBCs or activity management plans) will be reviewed before benefits and measures are selected for this business case. Please refer to TIO for benefits and measures information from previous business case phases.*

*It is expected that the benefits and non-monetised benefit measures are taken from the* [*Waka Kotahi benefits framework*](https://www.nzta.govt.nz/resources/land-transport-benefits-framework-and-management-approach-guidelines)*. Selected benefits and benefits measures must link back to the problem or opportunity statement and investment objectives. By exception, alternative benefits and measures can be identified and must be discussed with your Waka Kotahi investment advisor. Explain how any alternative benefits or measures specified are materially different to those in the framework and will provide reasonable evidence that the benefits have been delivered in the section below.*

*It is expected that the number and nature of benefits and non-monetised measures will be appropriate for the type of business case being developed. Please note that measures are required for all selected benefits, particularly those that have been monetised. The only exception to this requirement is the wider economic benefits (6.1-6.4), which can be included without an associated non-monetised benefit measure.*

*Further benefits information is required in the economic case and the management case, with all detail summarised in the benefits management plan in appendix XXX*

*For guidance refer to the* [*Benefits framework and management approach: guidelines*](https://www.nzta.govt.nz/resources/land-transport-benefits-framework-and-management-approach-guidelines/)*. For further information and guidance on the use of non-monetised benefit measures refer to:* [*Non-monetised benefits manual*](https://www.nzta.govt.nz/resources/non-monetised-benefits-manual/)*.*

### Investment objectives

***Key deliverables***

*The investment objectives specify the desired outcomes for the proposed investment. Three to five objective statements are typical, although some proposals may require either fewer or more. A large number of investment objectives, or single objective statements that encompass multiple outcomes, can undermine the clarity and focus of the proposal. The objectives should be SMART (specific, measurable, achievable, relevant, and time-bound) to help facilitate the generation of potential options and to provide the basis for determining the investment’s success (or not).*

***Key requirements***

*Investment objectives should be:*

* *customer-focused and distinguishable from the means of provision*
* *focus on what needs to be achieved rather than the potential solution*
* *not so narrowly defined that they preclude important options, and*
* *not so broadly defined that they cause unnecessary work at the options analysis stage.*

*In practice, well-defined investment objectives typically address one or more of the following five generic investment rationales:*

* *To improve effectiveness.*
* *To improve efficiency.*
* *To reduce costs.*
* *To meet statutory, regulatory or organisational requirements.*
* *To re-procure services or avert service failure.*

***Tools***

*Investment objectives can be derived from information gathered during conversations in the development of the strategic case. This could include identifying key opportunities and the benefits associated with supporting each opportunity. This information can be represented as a ‘formula’ as follows:*

*[the effect of the opportunity] + [the description of the benefit] + [the baseline/estimated outcome from investment of the measure] = SMART investment objective*

***Note****: The benefit must be attributable to the investment made*

(ILM workshops were held with key stakeholders in Mmm and Mmm yyyy to identify the existing business problems, likely benefits expected from the investment, and the programme investment objectives.

Refer to appendix one for the outputs from the ILM workshops. The agreed problem statements have been used to inform the development of the programme investment objectives.

The key stakeholders identified and agreed on the following critical success factors and key investment objectives:

* **Critical success factor one:**

…

* **Investment objective one**:

….

* **Investment objective two**:

….

Key constraints, dependencies and assumptions

*Constraints are limitations imposed on the investment proposal from the outset. These can include constraints on available resources.*

*Dependencies are external influences on the success of the programme, where success is contingent on the future actions of others. Other activities, programmes or packages may also depend on the actions of this programme.*

*Assumptions are things that are accepted as true or as certain to happen, without proof. if they are not certain to happen, they may be a risk.*

The proposal is subject to the following constraints, dependencies, and assumptions.

Management strategies and registers have been developed to record management of these and they will be carefully monitored and managed during the programme.

Key constraints, dependencies and assumptions:

*The notes and management strategies should explain how the constraint/dependencies/assumptions impact the programme and how they will be managed.*

|  |  |  |
| --- | --- | --- |
|  | Constraints | Notes |
| C1 |  |  |
| C2 |  |  |
| … |  |  |
|  | Dependencies | Notes and management strategies |
| D1 |  |  |
| D2 |  |  |
| … |  |  |
|  | Assumptions | Notes and management strategies |
| A1 |  |  |
| A2 |  |  |
| … |  |  |

The case for change

*Assess the strength of the case for change, particularly the question of ’is there a compelling case for change?’ Assessing the case for change should take into account the strategic assessment including why this investment proposal is coming forward at this time, the strategic context and the level of stakeholder agreement. This assessment needs to be objective, acknowledging weaknesses and gaps in the case as well as strengths.*

Economic Case

*The purpose of the economic case is to identify a preferred option that represents the best value for money by:*

* *specifying the do minimum*
* *generation of a long list of alternatives and/or options using the intervention hierarchy*
* *identifying up to five shortlisted options, including the do minimum, that have the potential to address the problem or opportunity and will deliver against the identified benefits*
* *summarising the short list options using the appraisal summary table (AST)*
* *recommending a preferred option.*

*Economic analysis should be carried out in accordance with Waka Kotahi procedures as detailed in the* [*Monetised benefits and costs manual*](https://nzta.govt.nz/resources/monetised-benefits-and-costs-manual) *and* [*Non-monetised benefits manual*](https://nzta.govt.nz/resources/non-monetised-benefits-manual/)*.*

*Please refer to the* [*InvestHub optioneering page*](https://invest.nzta.govt.nz/course/view.php?id=41) *which has more information on the tools and guidance available to facilitate with options identification and analysis. These tools include:*

* *[The intervention hierarchy](https://invest.nzta.govt.nz/mod/page/view.php?id=329)*
* [*The early assessment sifting tool*](https://invest.nzta.govt.nz/pluginfile.php/757/mod_resource/content/4/EAST%20User%20Guidance%20August%202020-FINAL.pdf)
* [*Multi-criteria analysis*](https://invest.nzta.govt.nz/pluginfile.php/756/mod_resource/content/5/MCA%20User%20Guidance%20August%202020-FINAL.pdf)
* [*The appraisal summary table*](https://invest.nzta.govt.nz/pluginfile.php/758/mod_resource/content/4/AST%20User%20Guidance%20August%202020-FINAL.pdf)

Do minimum option

*Describe the rationale and process for establishing this as the do minimum programme.*

*In developing the business case, the do minimum should represent the minimum level of expenditure required to maintain a minimum level of service, not the minimum level of investment required to achieve the programme objectives. The do minimum may include maintaining the status quo and should account for committed and funded transport activities.*

*It is important not to overstate the scope of the do minimum option, ie it should only include activities which are absolutely essential to preserve a minimum level of service.*

*This definition is consistent with that described in the Waka Kotahi* [*Monetised benefits and costs manual*](https://nzta.govt.nz/resources/monetised-benefits-and-costs-manual)

Programme options identification

*The purpose of this section is to identify and assess as wide a range as possible of programme alternatives and options that, achieve the investment objectives and service requirements, reflect key trade-offs for value for money and lie within the boundaries of the scope parameters and investment objectives.*

*The* [*intervention hierarchy*](https://invest.nzta.govt.nz/mod/page/view.php?id=329) *can be used at this stage to generate a long list.*

A wide range of programme options was generated by stakeholders at an options workshop held on [dd mmm yyyy].

Stakeholders have identified a comprehensive long-list of in-scope options as follows.

Table xx: Possible programme options:

|  |  |
| --- | --- |
| Programme stream description | Options considered |
|  |  |
|  |  |
|  |  |
|  |  |

*If the long list is extensive, it may be sensible to undertake an initial ‘coarse screening’ of alternatives and options using the early assessment sifting tool (EAST). The EAST is designed to quickly and robustly rule out alternatives and options, allowing for a more manageable subsequent multi-criteria analysis (MCA) exercise to reduce from a long list to short list of options. The EAST also assists in documenting why decisions have been made.*

Long list options assessment

*The assessment of the longlist should identify and compare the economic, environmental, social and cultural impacts of each option. In assessing value for money, all of these are consolidated to determine the extent to which a proposal’s benefits outweigh its costs. Further guidance on the MCA, including the involvement of key stakeholders, iwi and others can be found* [*here*](https://invest.nzta.govt.nz/pluginfile.php/756/mod_resource/content/5/MCA%20User%20Guidance%20August%202020-FINAL.pdf)*.*

*The indicative efficiency rating tool can be used at this stage as an indicator of value for money.*

*A more detailed analysis may be included as an appendix.*

The summary assessment of long-listed options is set out in the table below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Description** | **Advantages** | **Disadvantages** | **Comments** |
| Long list option 1 |  |  | This option would… |
| Long list option 2 |  |  |  |
| Long list option 3 |  |  |  |
|  |  |  |  |
|  |  |  |  |

A more detailed analysis is included as appendix xx.

Shortlisted options

The longlist options were analysed using multi criteria analysis (link to guidance) to determine a shortlist of options for further assessment, including an economic evaluation of each option to derive a benefit cost ratio (BCR). The shortlist consists of the following (three to five) programme options, including the do minimum:

Options 1: do minimum option (retained as a baseline comparator)

Options 2: …

Option 3: …

*Generally, three to five options are considered as part of the options shortlist. The do minimum option needs to be provided to enable a comparison. Selection of the preferred option should include stakeholder input.*

*For each shortlisted option and their identified non-financial performance measures you will need to provide:*

* *baseline*
* *forecast range (do minimum)*
* *forecast range (option)*
* *forecast year*
* *confidence rating.*

An appraisal summary table (AST) and benefits management plan has been completed for each of the shortlisted options. Refer to Appendix two: Appraisal summary table and Appendix \*\*: Benefits management plan for the completed tables. The AST and benefits management plan summarise information from the wider economic case, which has been conducted in accordance with the *Monetised benefits and costs manual* (MBCM) and the *Non-monetised benefits manual* (NMBM).

The ASTs provide the evidence for recommending the preferred option.

*Guidance on the AST can be found* [*here*](https://invest.nzta.govt.nz/pluginfile.php/758/mod_resource/content/4/AST%20User%20Guidance%20August%202020-FINAL.pdf)*.*

## Preferred option

Selection of the preferred programme

*Briefly explain the outcome of options analysis using the appraisal summary table. The rationale for recommending the preferred programme must be clear and evidence-based and therefore link back to the completed appraisal summary tables.*

*To the extent that all costs and benefits (both monetised and non-monetised) have been considered, the preferred option is typically the one that solves the problem or exploits the opportunity the best, considering the BCR and non-monetised costs and benefits.*

Programme overview

*Provide an overview of the overall preferred programme. This involves identifying and describing the work that is needed in the next phase of the business case process in sufficient detail to ensure that:*

* *there is reasonable understanding of the level of outcome/investment risk*
* *all of the reasonably knowable programme work has been identified.*

*It is also useful to state what is excluded from the programme. This is important because identifying clearly what you do not want to happen will help everyone keep things contained.*

The scope of the preferred programme includes:

**In scope**

* *Core activities expected from the programme: these reflect the essential elements that must be successfully delivered.*
* *Desirable requirements to be met: these are the requirements that would add value and bring about additional benefits but are not essential to successful delivery.*
* *Optional requirements: those things that might be delivered if sufficient budget were to be available.*
* *Timing/triggers of the different parts of the programme.*

**Out of scope**

Excluded from scope:

* *State those things that are excluded from the programme. This is a powerful tool to prevent scope creep.*

An overview of the preferred option can be found in Appendix two: Appraisal summary table. A detailed estimate of the whole of life costs for the preferred option can be found in Appendix three: Whole of life cost estimate for the preferred option.

### Economic analysis of the preferred programme

*A detailed economic analysis, including sensitivity analysis and (where relevant) incremental analysis, is required to be done for the preferred programme. Explain the findings of this economic analysis, any deviations from the guidance in the MBCM and the key assumptions used in the analysis.*

*A summary of the economic analysis should be attached as an appendix.*

Sensitivity analysis

*Guidance on sensitivity analysis for monetised benefits is found in the* [*Monetised benefits and costs manual*](https://nzta.govt.nz/resources/monetised-benefits-and-costs-manual/)*. Future editions of the* [*Non-monetised benefits and costs manual*](https://nzta.govt.nz/resources/non-monetised-benefits-manual/) *will include guidance on sensitivity analysis by setting confidence intervals.*

*Sensitivity scenario is relevant to the preferred option. Please complete the testing and provide the results in the table below.*

Sensitivity analysis has been carried out to test how sensitive the assessed benefits and costs are to change.

The outputs for each sensitivity test are documented below:

|  |  |  |
| --- | --- | --- |
| **Sensitivity scenario** | **Sensitivity test** | **BCR** |
| Base case |  |  |
| Test 1 |  |  |
|  |  |
| Test 2 |  |  |
|  |  |

Risk analysis

*Guidance on risk analysis is found in the* [*Monetised benefits and costs manual*](https://nzta.govt.nz/resources/monetised-benefits-and-costs-manual/)

*Risk analysis is in addition to, and complements, sensitivity testing and is relevant to the preferred option. Please complete the testing and provide the results. It is recommended that risk tests be conducted on all the critical factors of the preferred option, eg the traffic growth rate or public transport patronage.*

Reconfirm investment profile

|  |  |
| --- | --- |
| **Factor** | **Rating** |
| GPS alignment | *eg medium* |
| Efficiency | *eg very high* |
| Scheduling | *eg high* |
| Priority order |  |
| **Explain any variances from the existing NLTP priority order**  *eg no variance from the NLTP priority order.* | |

*To complete the table please refer to the* [*Investment prioritisation method*](https://www.nzta.govt.nz/planning-and-investment/planning-and-investment-knowledge-base/201821-nltp/2018-21-nltp-investment-assessment-framework-iaf/prioritisation-of-activities/) *for the current NLTP.*

## Financial Case

Outlining the financial case

The financial case outlines the programme costs and funding requirements for the programme streams identified in the management case. The financial case provides assurance that the preferred option is affordable to the organisation, taking into account all potential funding sources.

Note that detailed analysis of the financial case takes place at the single stage or detailed business case stage for each activity the programme.

The purpose of this section is to set out the programme financial implications of the preferred way forward.

Programme cost

Based on current estimates, the anticipated cash flows for the investment proposal over its intended life span are set out in the table below.

*Financial cost estimates need to be updated throughout the lifetime of the programme as the impacts on the organisation are known with greater accuracy.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **$millions** |  | | | | | |
| **2020/21** | **2021/22** | **2022/23** | **2023/24** | ***……..*** | **Total** |
| **Preferred way forward:** | | | | | | |
| **Capital** |  |  |  |  |  |  |
| **Operating** |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |
| **Funded by** | | | | | | |
| **Existing revenue** |  |  |  |  |  |  |
| **Existing capital** |  |  |  |  |  |  |
| **Extra revenue** |  |  |  |  |  |  |
| **Extra capital** |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |

The following assumptions have been made in determining these initial estimates:

* Assumption 1
* Assumption 2

Funding risks

Outline the main risks and uncertainties associated with the cost estimation.

This should include reference to both risks that could cause costs to include and any risks of not being able to fund the project.

Funding sources

It is proposed that the additional funding required of $xxm is sought/provided from the following sources:

Overall affordability

The proposed whole of life cost of the programme is $xxxm over the X years of the expected lifetime of the programme.

## Commercial case

Outlining the commercial case

The commercial case outlines the proposed procurement arrangements for the preferred option.

Procurement strategy

*When was your procurement strategy last approved by the Waka Kotahi Procurement team. Briefly describe the procurement approach and how it aligns to the organisation’s approved procurement strategy. If it does not align outline how this will impact on programme procurement.*

Potential for risk sharing

*Outline any thinking to date on how the programme’s service risks in the design, build, funding and operational phases or delivery could be shared between the public and private sectors.*

*Detail for this is not required until the single stage or detailed business case – but it is useful to start to think about where the risks might be shared.*

Management Case

### Outlining the management case

*Summarise the key programme management arrangements and key milestones. Identify the overall methodology and the approach that will be taken to manage the programme on an ongoing basis. The management approach for individual projects should be described in the activity level business cases.*

The purpose of the management case is to describe the arrangements that will be put in place for the successful delivery of the programme and its constituent projects, both to ensure successful delivery and to manage programme risks.

### Programme management strategy and framework

*If the organisation already uses a programme management methodology, name or briefly describe it here. If it does not, describe plans to implement a methodology.*

### Governance arrangements

*Provide a diagram or a description of the project governance structure.*

### Programme structure

*Include the programme organisational chart.*

### Programme reporting arrangements

Outline reporting lines and planned reporting (internal and external).

### Key roles and responsibilities

A summary of key programme roles and description of responsibilities is attached as appendix four.

### Outline programme plan

*Summarise the key programme dates in the table below and attach the most up-to-date version of the programme plan an appendix.*

Key programme milestones

|  |  |
| --- | --- |
| **Proposed key milestones** | **Estimated timing** |
|  |  |
|  |  |
|  |  |
|  |  |

The most recent programme plan (dd Mmm yyyy) is attached as appendix five.

### Benefits realisation management

*Briefly describe the responsibilities for managing future benefits realisation reporting. Monitoring of non-monetised benefits measures will be triggered by the ‘forecast year’ (ie the year that it is expected that the impact of the investment will be discernible on the measure) and will continue for the monitoring period specified. All benefits identified in the benefits section of this programme business case should be accounted for in the benefits management plan.*

*A detail benefits management plan should be included as an appendix.*

|  |  |  |
| --- | --- | --- |
| Benefit | Non-monetised benefit measure | Responsibilities |
| Benefit 1 | Name of measure and description of measure details (baseline and forecasting information – from strategic case). | Describe monitoring (post ‘forecast year’) responsibilities. For example, whether the data is centrally available or will be provided from a local source. |

### Risk management

*Identify the 4-7 (use your judgement) highest impact and highest likelihood risks. It may be useful to reference the* [*Minimum standard Z/44- Risk management guide*](https://www.nzta.govt.nz/resources/minimum-standard-z-44-risk-management/)*.*

|  |  |  |
| --- | --- | --- |
| **Main risks** | **Mitigation strategy** | **Residual risk level** |
| *IF (xxx happens) THEN (impact)* | *For the key strategic level risks, outline key mitigations* |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

*The senior responsible owner is responsible for ensuring that arrangements for the management of risk are in place, together with the appointment of a risk manager at the appropriate time. The risks must be regularly and frequently reviewed, and the register updated throughout the course of the programme.*

A risk management strategy and framework and a risk register have been developed (refer to appendix six) and will be progressively updated as more detailed analysis is undertaken.

### Programme assurance arrangements

*Briefly describe what programme assurance processes are in place.*

Next Steps

*Outline what the next steps are for this activity, including what decision this business case is seeking, what is still unknown and what additional analysis needs to be done in subsequent business cases. If only endorsement of the business case is being sought, it is helpful to outline why this business case needs to be endorsed.*

## Appendix One: Investment logic map

## Appendix Two: Appraisal Summary Table

## Appendix Three: Whole of life cost estimate for the preferred option

## Appendix Four: Key roles and responsibilities

## Appendix five: Programme Plan

## Appendix Six: Risk Register