

Information sheet: THE BUSINESS CASE APPROACH AND STAKEHOLDER ENGAGEMENT



This information sheet is supplementary to the online modules, *BCA essentials* and *The BCA principles in action*. Make sure you have completed these modules and have a basic understanding of the BCA.

The Business Case Approach (BCA) enables stakeholders to focus on and fully understand a problem before seeking a solution. Having the right people in the room is the first strategic step. Effective stakeholder engagement also helps promote innovation and collaboration among stakeholders.

Use this information sheet as a reference when reading, writing or reviewing business cases to ensure you involve the stakeholders who will be most influential in making the investment successful.

Stakeholder involvement

It's important to gather information from the right stakeholders, have a clear understanding of the contribution each stakeholder will make and how their input will be managed.

RACI (responsibility, accountability, consulted, informed) is a responsibility assignment matrix. It can be used to determine the level of involvement of different stakeholders in the BCA. It is useful for clarifying roles and responsibilities when there is a wide range of stakeholders from different agencies and organisations.



RESPONSIBILITY

Who is assigned to do the work?

ACCOUNTABILITY

Who makes the final decision and has the ultimate ownership?

CONSULTED

Who must be consulted before a decision or action is taken?

INFORMED

Who must be informed that an action has been taken?

Take a closer look

In *The BCA principles in action* you looked at three scenarios. Let's take a closer look at scenario 3: Taking care of business.

In this scenario you saw that high-quality human resources are not attracted to Westland due to its low incomes and unrateable land. This impacts the capability of local businesses. There's an opportunity to develop a multi-faceted regional growth strategy that incorporates transport upgrades.

In this scenario there is a wide range of stakeholders, including representatives from:

- regional councils
- the NZ Transport Agency
- iwi
- regional government agencies
- businesses.

The preferred programme was one that involved the NZ Transport Agency offering regional councils an incentive for collaboration in the delivery of transport outcomes. Having all the right stakeholders engaged early allowed this solution to be established.

Now decisions can be made about what future involvement different stakeholders are required to have. Stakeholders might take on different responsibilities during each phase of the BCA. For example, representatives from regional councils and businesses will do the work to establish the framework and have ultimate accountability, iwi may only need to be consulted before decisions are made, and the NZ Transport Agency only need to be informed of the outcomes.

Briefing and debriefing

It's important to understand the context and importance of upcoming stakeholder interactions.

Your manager will help you prepare and support you with any stakeholder interactions.

Before you engage with stakeholders, you will be briefed on the goal of the interaction.

After the interaction you will be debriefed to identify the outcomes, whether the goals were met and help draw out any lessons learned.

