

IPWEA OTAGO SOUTHLAND Branch Meeting

Implementing the Business Case approach into QLDC projects

6 March 2015



rationale >

IMPROVING INFRASTRUCTURE OUTCOMES

Implementing the BBC into QLDC projects



Today's programme

- > Why Develop Business Cases?
- > The 5 Case Model
- > QLDC's Expectations
- > QLDC's Approach & Examples
- > Tools and Resources

Why Develop Business Cases?



Why do some investments fail to achieve the expected benefits?

- > Not aligned to organisation objectives/strategy
- > Solution focused
- > Too big/ambitious
- > Not owned by senior leadership team
- > Not engaging with stakeholders
- > Poor project management processes and skills
- > Short term focus
- > What else??

Why Develop Business Cases?



Why was the BBC approach introduced?

- > Numerous government projects (including NZTA projects) were poorly scoped, analysed and executed... following similar UK experience
- > A lot of resources wasted in ill-conceived projects (Value for Money = Efficient and Effective Outcomes)
- > Information presented to decision makers in varying formats
- > **We need a smarter way of investing for change**

Why Develop Business Cases?



What are the BBC objectives?

- > **Primary objective** is to improve decision making.
- > **Secondary objectives** are to:
 - > reduce the costs of developing business cases
 - > make the business case production and review process more efficient
 - > conform with recognised good practice.

Why Develop Business Cases?



Why is it proving so popular?

- > **Systematic** and disciplined processes for thinking and decision making
- > **Staged** decision making – early engagement with key stakeholders and no surprises
- > **Scalable** - fit for purpose analysis
- > **Standard** methodology - to integrate with good practice management and assurance
- > **a robust, compelling and clear justification for investing in change**

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Why Develop Business Cases?

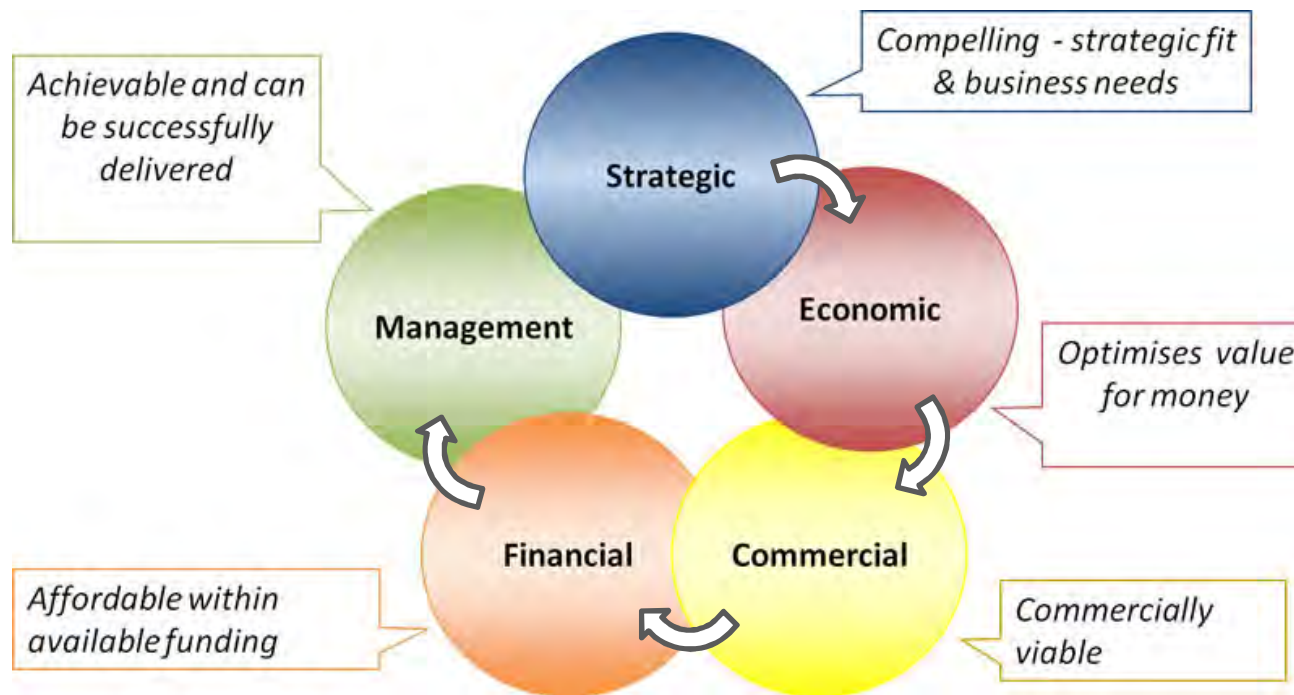


What are the benefits for QLDC?

- > Advance QLDC capability
- > Improve Councillor comprehension
- > Make sure staff understand the project
- > Gain confidence of stakeholders
- > Meet NZTA requirements
- > Don't waste time on poor projects
- > Save time by standardised 'framework' approach
- > A tool to drive the consultants

BBC - The 5 Case Model

- > The five case model is used to give confidence that investing in a proposed programme or project is justified



- > The content and weighting of the five cases is adjusted to suit the project

Better Business Case

What are types and phases of BBCs?

Portfolio or programme



Project (Large scale and / or high risk)



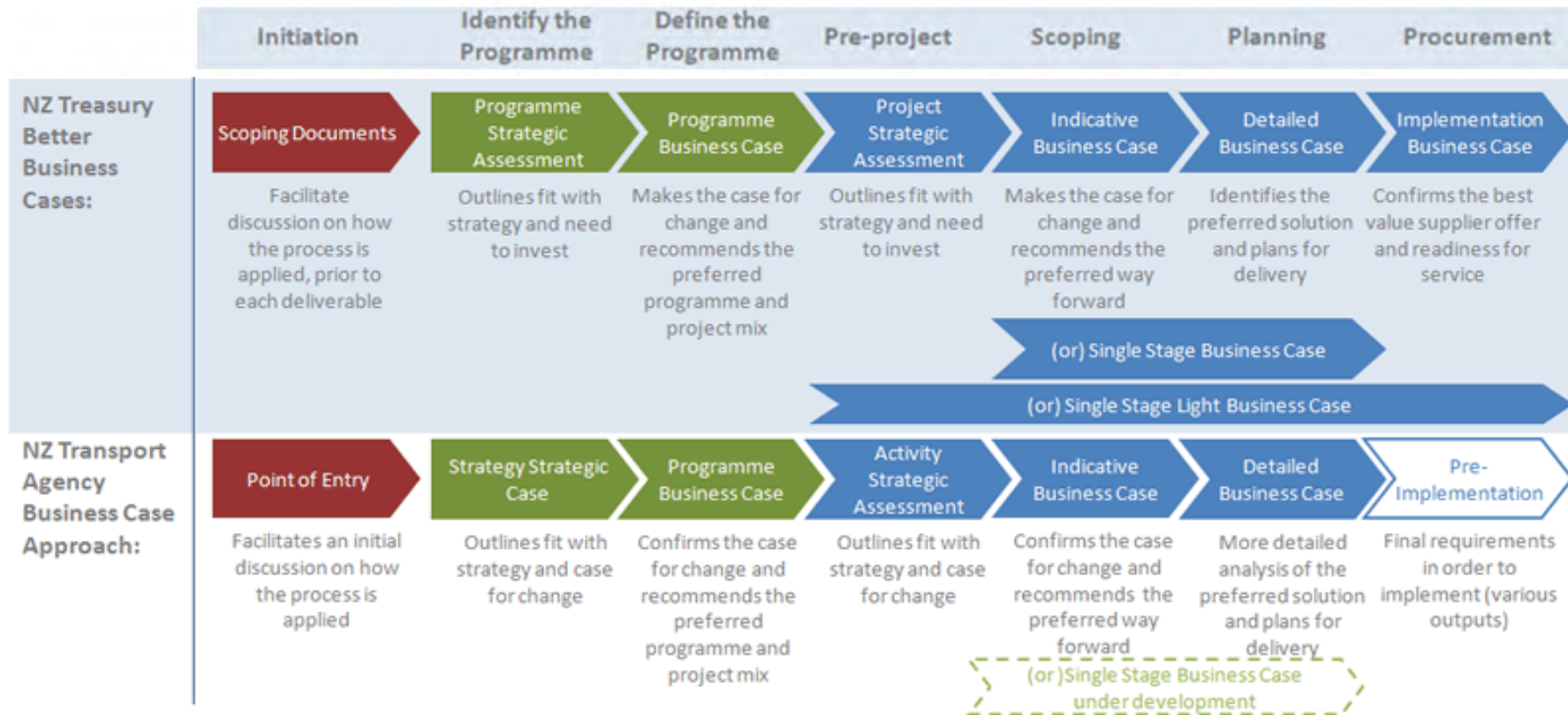
Project/s (Other)



Better Business Case



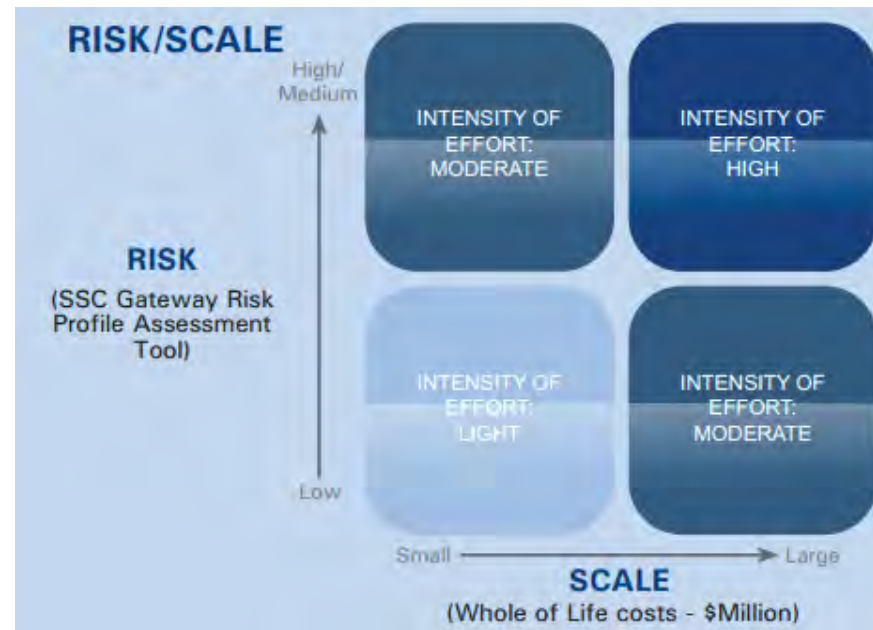
How does the NZTA Business Case Approach (BCA) differ?



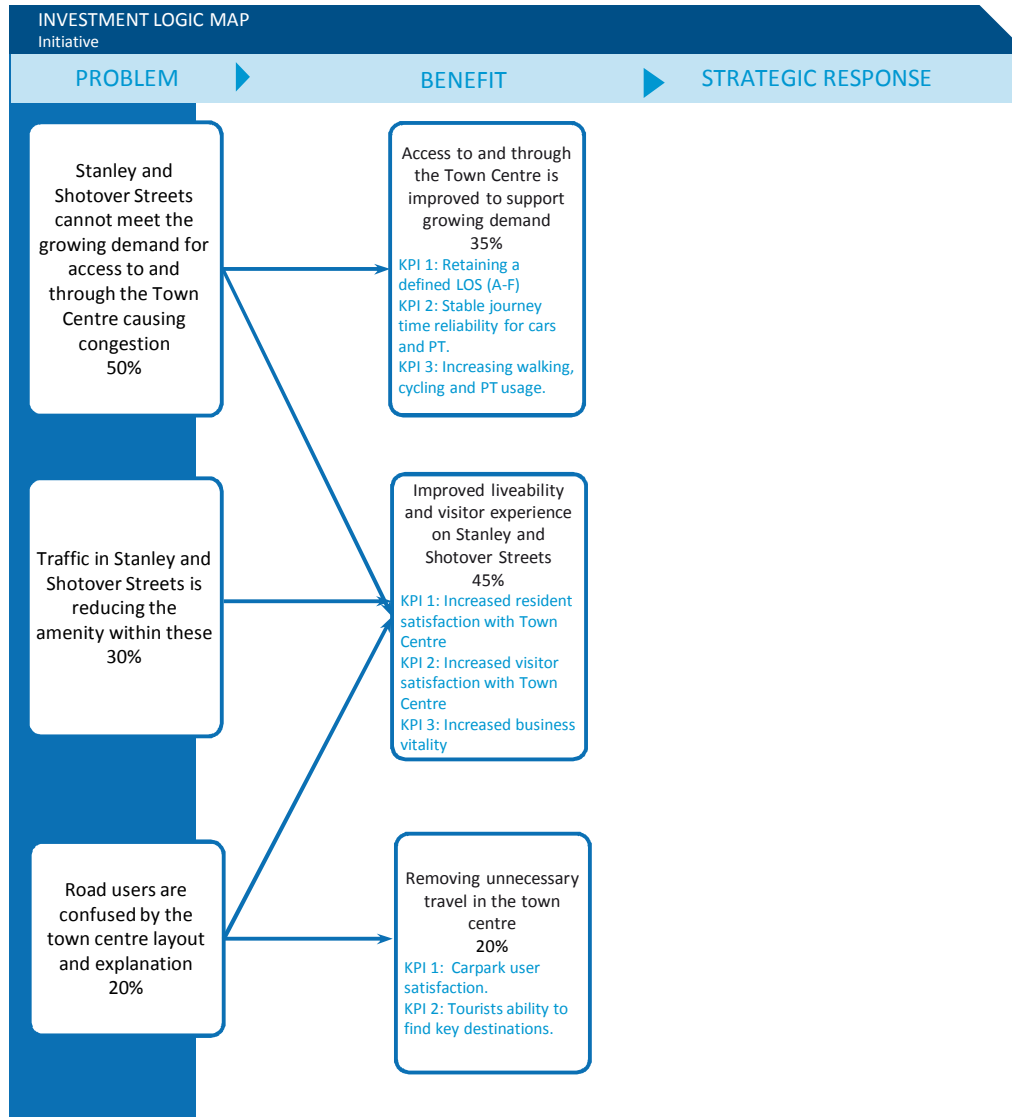
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BBC Scoping: Get early agreement from those who will review the BBC:

- > Type of BBC
- > Timing and nature of decisions required
- > Scale and risk of the proposal
- > Pathway (i.e. Programme or project approach)
- > Right sizing the team • Right sizing the effort • Right sizing the engagement.
- > Do we need an Investment Logic Map (ILM)



Queenstown Town Centre Arterials:
Improving Arterial Capability



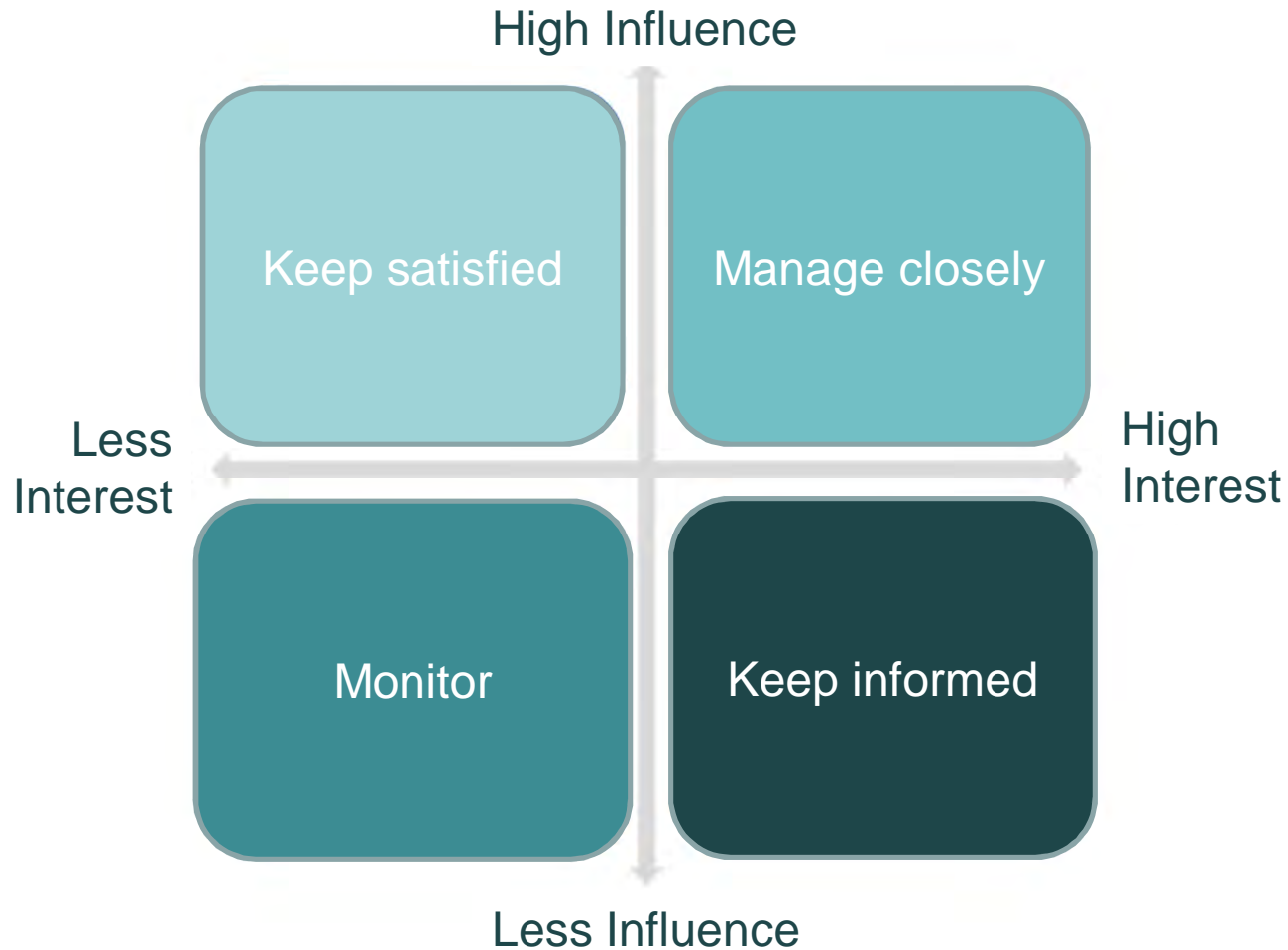
Investor: Queenstown Lakes District Council,
Facilitator: Edward Guy
Accredited: No

Initial: 04/03/2014
Workshop: 1.1
Version no: Guy 08/05/2014
Last modified: 5.0 beta
by: Tamara

Better Business Case



Stakeholder Engagement: Early engagement and plan throughout process



Better Business Case

One Pager Summary Sheet



Single Stage Business Case

NZ Treasury 24 February 2014

<p>Strategic Case: Investment Objectives and Case for Change</p> <p>Need to Invest</p> <p>What is the clear need for investing in change. List: <ul style="list-style-type: none"> key drivers (problems or opportunities) root causes and effects of problems. </p> <p>Strategic Context</p> <p>Insert a summary of the organisational overview, operating environment and how the investment proposal aligns to relevant Government, regional, sector and organisational strategies.</p>	<p>Economic Case: Comparative analysis of options (if available)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ff0000; color: white;"> <th></th> <th>Status Quo</th> <th>Option 2</th> <th>Option 3</th> <th>Option 4</th> </tr> </thead> <tbody> <tr> <td>Appraisal Period (years)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Capital Costs (\$m)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Whole of Life Costs (\$m)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr style="background-color: #ff0000; color: white;"> <td colspan="5">Cost-Benefit Analysis (of monetary benefits and costs at the Public Sector Discount Rate)</td> </tr> <tr> <td>Net Present Value of Benefits (\$m)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net Present Costs (\$m)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Benefit Cost Ratio</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Net Present Value (NPV, \$m)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr style="background-color: #ff0000; color: white;"> <td colspan="5">Multi-Criteria Analysis (ranking of non-monetary benefits and costs, if any)</td> </tr> <tr> <td>Benefit Criteria 1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Benefit Criteria 2</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Benefit Criteria 3</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Preferred Option:</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The Preferred Option: Insert a description of the choice of the preferred option, its robustness and sensitivity to key assumptions.</p>		Status Quo	Option 2	Option 3	Option 4	Appraisal Period (years)					Capital Costs (\$m)					Whole of Life Costs (\$m)					Cost-Benefit Analysis (of monetary benefits and costs at the Public Sector Discount Rate)					Net Present Value of Benefits (\$m)					Net Present Costs (\$m)					Benefit Cost Ratio					Net Present Value (NPV, \$m)					Multi-Criteria Analysis (ranking of non-monetary benefits and costs, if any)					Benefit Criteria 1					Benefit Criteria 2					Benefit Criteria 3					Preferred Option:					<p>Financial Case: Financial Costing</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #ff0000; color: white;"> <th></th> <th>Year One</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Capital Expenses</td> <td>\$....</td> <td>\$....</td> </tr> <tr> <td>Operating Expenses</td> <td>\$....</td> <td>\$....</td> </tr> <tr> <td>Total Revenue</td> <td>\$....</td> <td>\$....</td> </tr> <tr> <td>Capital Funding Required</td> <td>\$....</td> <td>\$....</td> </tr> <tr> <td>Operating Funding required</td> <td>\$....</td> <td>\$....</td> </tr> </tbody> </table> <p>Affordability and Funding: Summarise the ability of the organisation to meet the capital and operating costs of the preferred option.</p>		Year One	Total	Capital Expenses	\$....	\$....	Operating Expenses	\$....	\$....	Total Revenue	\$....	\$....	Capital Funding Required	\$....	\$....	Operating Funding required	\$....	\$....
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QLDC Expectations



- > **NZTA:** Early days. Large projects now. Will move more progressively into renewals, maintenance and programmes.

- > **QLDC Roles:**
 - > *Asset Performance Team:* Understand the drivers for change, develop business cases outlining the preferred way forward for strategies, Programmes, CAPEX/OPEX,
 - > *Asset Planning:* Business Case Gate Keeper.
 - > *Everyone:* Identification of potential improvement and problems.

- > **Proposed Work Programme** *(Yet to be agreed by CE/Council)*
 - > Current Year: Years 2&3 one pager for LTP
 Year 2 Business Cases
 - > Year 1 (2015/16) Year 3&4 Business Cases
 Years 5&6 Business Cases

QLDC's Approach to BBC



Complete or In progress examples:

> Programmes:

- Infrastructure & Assets Review
- Transport Strategies
- Contract Procurement
- Asset Management Improvement Programme

> Projects:

- Queenstown Inner Links Roothing
- Hawea & Cardrona WWTP
- Fergburger!

QLDC's Approach to BBC



Infrastructure & Assets Review:

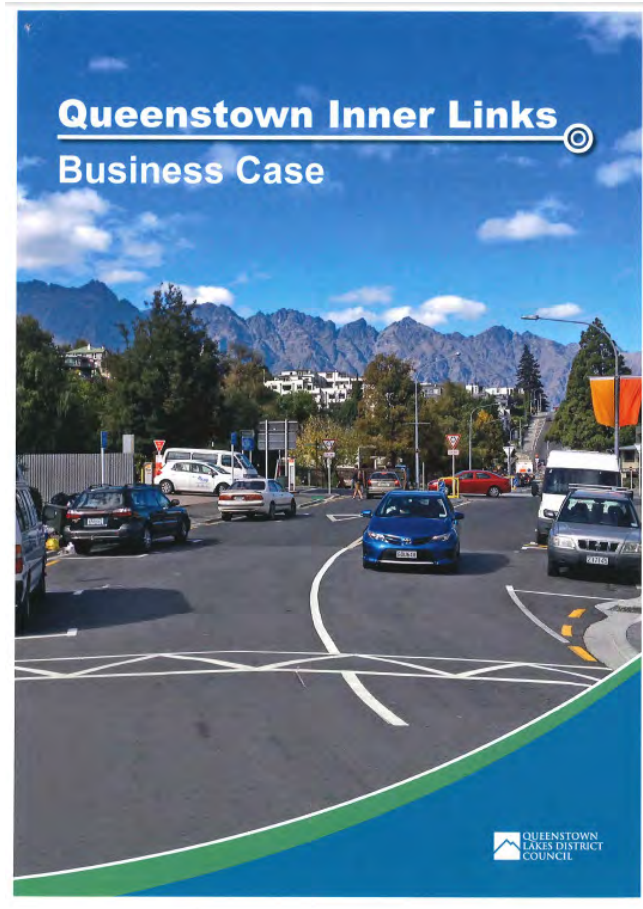


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QLDC's Approach to BBC

Queenstown Inner Links:



QLDC's Approach to BBC



Observations & Messages:

- > Thinking not writing
- > Consistent approach – clear to decision makers
- > Fully scalable
- > Investment Logic Map (ILM) – defining problem & objectives
- > Shows the gaps in the organisation
 - > policies & strategies that assist decision making
 - > governance arrangements
 - > capability to assess options
- > Ensures organisational alignment
- > Back casting – knowing when
- > Shows if you need to do more work
- > Early engagement with stakeholders
- > Engagement - right time, right people
- > How best to educate and bring people up to speed

Tools & Resources



From the NZ Treasury 'National Infrastructure Unit:

<http://www.infrastructure.govt.nz/publications/betterbusinesscases>

Tertiary Education Commission – Ideas and Templates

<http://www.tec.govt.nz/Tertiary-Sector/Crown-Interest/Business-Cases>

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Thank You

Questions and Thoughts



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Is the proposal a programme or a project?

> Programmes:

- are arrangements to coordinate, direct and oversee a set of related projects and activities
- are strategic change initiatives that need to be flexible, where there are complex inter-relationships in a dynamic environment
- can have a lifespan of years and integrates projects to deliver outcomes or benefits that are greater than the sum of the parts

> Projects:

- are tactical changes that can be relatively well defined and scoped
- focus more on outputs rather than outcomes

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How does a programme business case differ from a project business case?

Both aim to provide clarity to decision makers about the value of a proposal, however a Programme Business Case is likely to:

- > be less specific than an individual project business case
- > take a wide systemic perspective rather than a functional or agency specific view
- > define the scope of the programme, providing an understanding of what the programme is, where the boundaries are, and what the likely overall cost and funding envelope is.

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What stakeholders should be involved?

- > **Decision makers** - better strategic alignment, value for money and evidence-based assurance
- > **Management** - early engagement and influence on direction leading to confidence
- > **Business case developers** - clear expectations and support
- > **Reviewers** - early engagement and common language
- > Private sector **service providers** - early market soundings and clearly specified service requirements

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Breaking down the BBC components

All BBC's begin with a **Strategic Assessment** – “What's the case for change.”

- > **Outlines** the strategic fit and case for change
- > **Identifies** the investment drivers
- > **Supports** a decision to further develop the business case
- > **Engages** key stakeholders to influence the direction of the proposal

Strategic Assessment

- > Determines the core reason behind the investment by identifying the problem and the potential benefits of investing

- > Considers:
 - > Existing arrangements
 - > Business needs (future state and gap)
 - > Potential scope (solution boundaries)
 - > Main benefits (by beneficiary group)
 - > Key risks external, business and service
 - > Constraints and dependencies

Strategic Assessment defines the **Investment Objectives**:

Why are we investing? For change...

- > To improve effectiveness
- > To improve efficiency
- > To reduce costs
- > To replace (or re-procure) services
- > To meet statutory or regulatory requirements

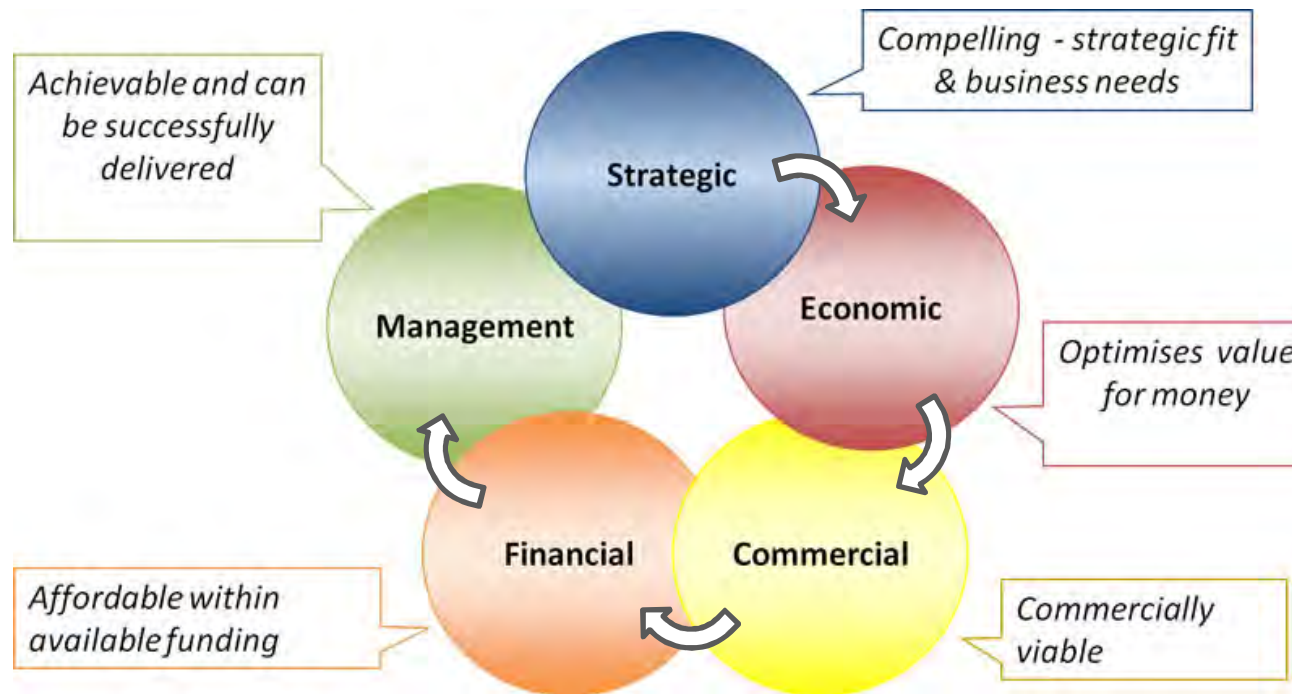
Example:

Objective 3: Town Centre Liveability and Visitor Experience

To increase resident, visitor and business satisfaction by *x% within y years* through management of roading, passenger transport, parking, cycling and walking.

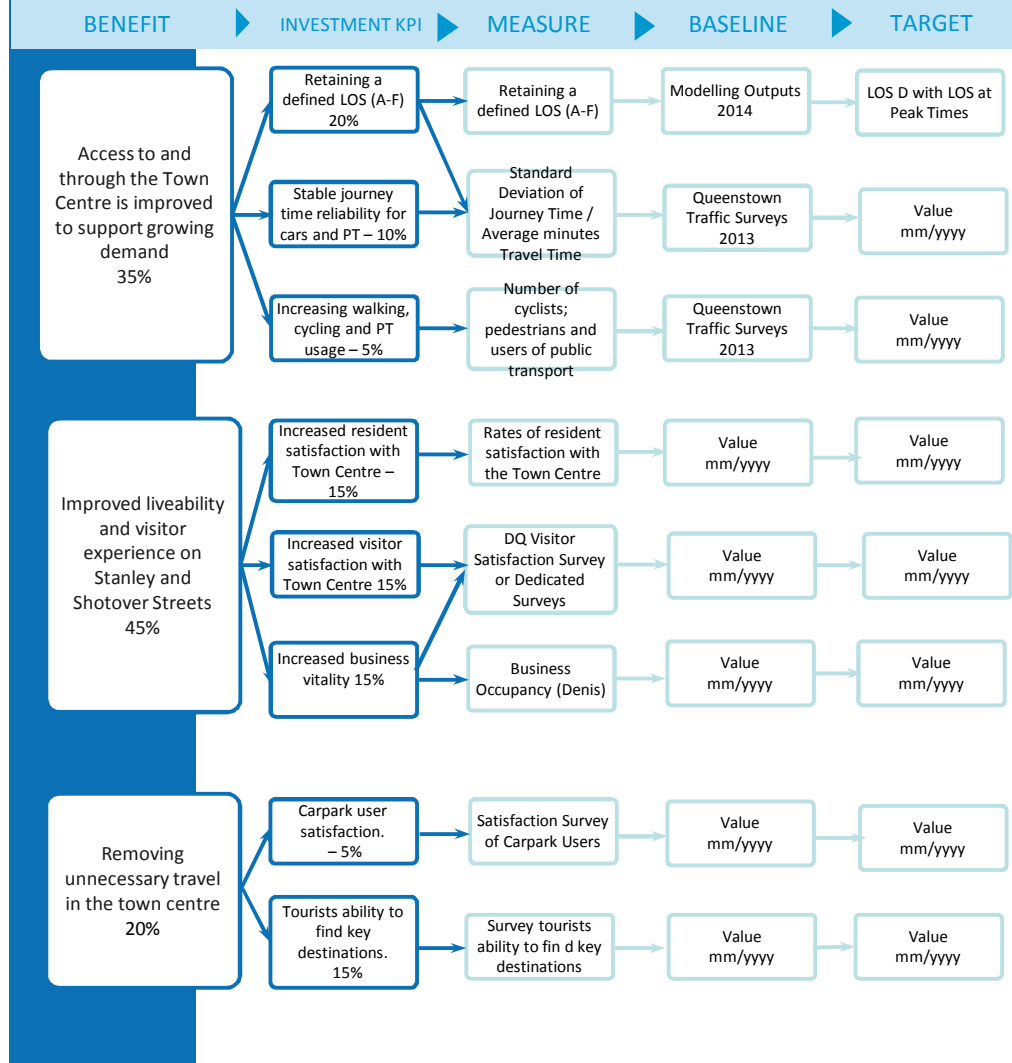
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> The five case model



Queenstown Town Centre Arterials:
Improving Arterial Capability

BENEFIT MANAGEMENT PLAN
Part 1: Benefit Map



Better Business Cases Workshop

5 Case Model	Principle/Outcomes	Components
Strategic Case	Making the case for change. Where are we now, where do we want to be and why?	<ul style="list-style-type: none"> • Strategic context. • Investment objectives, existing arrangements and business needs. • Key service requirements and potential business scope. • Benefits, risks, constraints and dependencies.
Economic Case	Exploring the preferred way forward. What is the best value for money option for getting us there?	<ul style="list-style-type: none"> • Critical success factors. • Long list options and initial assessment. • Short list options. • Economic assessment of options. • Intangible benefits and costs. • Risk and uncertainty. • The preferred option and sensitivity analysis.
Commercial Case	Preparing for the potential deal. What do we need to procure to get us there?	<ul style="list-style-type: none"> • The procurement strategy. • Service requirements. • Risk allocation. • Payment mechanisms. • Contractual and other issues.
Financial Case	Can we afford to get there and how will we fund it?	<ul style="list-style-type: none"> • The project financing and costings.
Management Case	Project and risk management arrangements. How do we ensure we get there? How will we know if we succeed?	Planning for: <ul style="list-style-type: none"> • Project management. • Change management. • Benefits management. • Risk management. • Post project evaluation.

Economic Case

- > Identifies the benefits or investment objectives
- > Identifies the Critical Success Factors (Generic Classes)
- > Identifies a wide range of options (including 'Do Nothing')
- > Assesses the 'long list' options against the Investment Objectives and Critical Success Factors
- > Determine a Short List of options for greater analysis
- > Identifies the preferred way forward – the option that optimises Value For Money (the best mix of costs, benefits (dis-benefits) and risks).

Economic Case

Critical Success Factors

- > Tests each Long List option against each of the **five cases**
 - > Strategic fit and business needs
 - > Potential Value for money
 - > Service provider capacity and capability
 - > Potential affordability
 - > Potential achievability
- > **PLUS** Any other factors reflecting stakeholder identified priorities
 - > **QLDC could define its own set of Critical Success Factors**

Economic Case

Options Framework

- > Scope (**What** services to be provided, where and to who)
- > Service Solution (**How** can the services be provided)
- > Service delivery (**Who** can provide the services)
- > Implementation (**When** should the change be implemented)
- > Funding (**How** is it to be funded, and mix of funders)

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Economic Case

Long List Options

(Napier City –
Marineland BBC)

	Option 1 - Do Nothing	Option 2 - Different Reuse	Option 3 - Alternate Venue	Option 4 - Restore to Previous Use	Option 5 - Commercial Lease	Option 6 - Redevelop as Proposed
<i>Does it meet the business needs in:</i>						
Investment Objective 1 – multipurpose recreation facility	No	No	Yes	No	No	Yes
Investment Objective 2 – strategic reuse of Marineland infrastructure	No	Yes	No	No	Yes	Yes
Investment Objective 3 – completion of revitalisation	No	No	No	No	No	Yes
Investment Objective 4 - tourism	No	Yes	No	Yes	Yes	Yes
<i>Will it meet the main benefits identified?</i>						
	No	No	No	No	No	Yes
<i>Does it meet the critical success factors?</i>						
Strategic fit and business needs	No	No	No	No	No	Yes
Compliance with policy direction on marine mammals	N/A	N/A	N/A	No	N/A	N/A
Potential value for money	No	Yes	Yes	No	Yes	Yes
Supplier capacity and capability	N/A	Yes	Yes	Yes	Yes	Yes
Potential affordability	N/A	Yes	Yes	No	No	Yes
Potential achievability	Yes	Yes	Yes	No	Unknown	Yes
<i>Do Advantages Outweigh the Disadvantages?</i>						
	No	Yes	Yes	No	No	Yes
<i>Shortlist?</i>						
	Yes for purposes of comparison	Yes for purposes of comparison	Yes for purposes of comparison	No	No	Preferred option – greatest fit with investment objectives

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Detailed analysis tools – Multi criteria analysis

Benefit	Weighting	Do Nothing	Do Min+ Stanley / Shotover	Do Min+ TDM	Stage 1	Do Min+ TDM+ Stage 1	Stage 1+ Stage 2	Do Min+ TDM+ Stage 1+ Stage 2	Do Min+ TDM+ Stage 1+ Stage 2+ Stage 3	Explanation for scores
Retaining a defined LOS	20%	1	2	3	3	3	3	4	4	- Those options that increased capacity either through TDM or improved infrastructure achieved a higher score. The highest scores combined both.
Stable journey time reliability for cars and PT	10%	1	2	3	3	3	3	4	4	- Stable journey time reliability is a function of reduced delays, which is outcome of increased capacity. Therefore the scores are as for benefit 1.
Increasing walking, cycling and PT usage	5%	0	1	3	2	3	2	3	3.5	- The introduction of traffic signals and TDM facilities improved walking, cycling and PT usage. - Options with TDM scored higher.
Increased resident satisfaction with the town centre	15%	0	1	2	2	3	2	4	4	- Higher scores reflect the public's preference for removing traffic from the town centre. - Consideration was also given safe crossing opportunities.
Increased visitor satisfaction with the town centre	15%	0	1	2	2	3	2	3	3	- Higher scores reflect the public's preference for removing traffic from the town centre. - Consideration was also given to safe crossing opportunities.
Increased business vitality	15%	0	0	1	1	3	1	3	4	- The benefits of TDM investment are geographically much wider than infrastructure-related projects, so those options that include TDM result in greater monetary/ monetized benefits than for those where there is no TDM. - Lower congestion in the town centre was supported by businesses during the public consultation.
Car park user satisfaction	5%	0	0	1	1	1	2	2	3	- Those options which have improved access to town centre car parks scored higher
Tourist ability to find key destinations	15%	0	0	1	1	2	1	2	2	- Legibility of the street network. - TDM scored higher with improved services and facilities.

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Detailed analysis tools – Indicative NPV calculation

ProjectID:
Project Name:
Discount Rate: 10%
Timeframe (yrs): 20

Direct benefits and costs
 Can be readily quantified and attributed to the organisation. Examples of direct benefits include:

- Maintenance improvements - the asset will be better maintained
- Reduction in repair costs
- Operating improvements - the asset will operate more effectively, or will provide better service.
- Revenue generation
- Improved asset capacity and/or life

		Year:	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14		
		Discount:	1.00	0.91	0.83	0.75	0.68	0.62	0.56	0.51	0.47	0.42	0.39	0.35	0.32	0.29	0.26		
Costs	Investment Costs (-ve)																		
	Costs associated with project only.	<i>Scoping</i>																	
		<i>Concept Design</i>																	
		<i>Detailed Design</i>																	
		<i>Construction/Implementation</i>																	
		<i>Consents</i>																	
		<i>Disposal of existing asset</i>																	
		TOTAL	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		PV TOTAL	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Costs	Annual Costs (-ve)																	
Costs measured against the status quo.		<i>Maintenance Costs</i>																	
		<i>Operating Costs</i>																	
		<i>Management Costs</i>																	
		<i>Other</i>																	
		TOTAL	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	PV TOTAL	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Benefits	Annual Benefits (+ve)																		
	All benefits are measured against the status quo.	<i>Reduction in Maintenance</i>																	
		<i>Reduction in Operations</i>																	
		<i>Reduction in Capital / Deferred Works</i>																	
		<i>Residual Value / Increase in asset life (New DRC at end of analysis period)</i>																	
		<i>Increased Revenue</i>																	
	TOTAL	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
	PV TOTAL	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
PV of Net Benefits			0																

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