[Strategic case title]

***[This document information guide is intended as a guide only, to be adapted as necessary. It provides some heading, with guidance and examples (in red text) to help business case developers produce a business case document for a specific phase.***

***For the most up-to-date Business Case Approach guidance, visit the*** [***NZ Transport Agency website***](https://nzta.govt.nz/bca)***]***

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[Date]

[Version]

Executive summary

*The executive summary should be written in a way that is simple, concise and accessible to different audiences. Readers should be able to read the summary and understand:*

* *the strategic context of the proposed investment*
* *the case for change and the need for investment.*

*The executive summary can be used as the basis for subsequent business cases to decision-makers and refocused to meet the information needs of different target audiences.*

[Example text]

The organisation has undertaken this strategic case to clearly define and validate the need to invest in…

The strategic case seeks funding approval to develop a programme case to….

PART 1 –THE STRATEGIC CASE

1 Introduction

*Describe the investment proposal in one to two sentences. State what decision makers are being asked to consider or decide.*

This strategic case outlines the strategic context for the investment proposal and the case for change. It seeks approval to develop a [programme/indicative] business case to….

This strategic case:

* outlines the strategic context and fit for the proposed investment
* identifies the key problem or rationale for investing, and
* identifies the potential benefits of investing.

2 The strategic assessment

*Detail the investment story by explaining the results from the problem and consequence workshop(s) and outcomes and benefits workshop(s), in particular the investment logic map (ILM) and the outcomes and benefits map.*

2.1 Defining the problem

*Outline the problems identified by key stakeholders in the problem and consequence workshop(s). In addition to the high-level problem statements, it is important to provide background information and evidence to support each problem.*

A facilitated problem and consequences workshop was held on [dd mmm yyyy] with key stakeholders to gain a better understanding of current issues and business needs. The stakeholders identified and agreed the following problems:

* Problem one…
* Problem two…
* Problem three…

*The following questions may assist with outlining a clear rationale for investment:*

* *Is the investment justifiable?*
* *What is the problem or opportunity that is driving us to consider this investment?*
* *Is there evidence to confirm both the causes and effects of the problem?*
* *What are the expected high-level benefits of successfully responding to the problem or opportunity?*
* *Is there support from management and other key stakeholders?*
* *What gaps do we have in our knowledge?*
* *What assumptions have been made?*

The investment logic map is attached as Appendix xx.

2.2 The benefits of investment

*Outline the main benefits and key performance indicators identified during the outcome and benefit workshop(s). In addition to the high level benefits statements, provide background information and evidence to support each benefit. The key purpose is to provide assurance that the potential benefits of investing are likely to outweigh the costs and that it will be possible to determine the benefits have been achieved and that they can be measured.*

The potential benefits and outcomes of successfully investing to address the issue/opportunity were identified as part of a facilitated outcomes and benefits workshop(s) held on [dd mmm yyyy]. The workshop participants identified and agreed the following benefits for the proposal:

* Benefit one:
* Benefit two:
* Benefit three: …
* Outcome one:
* Outcome two:
* Outcome three: …

*Key performance indicators (KPIs) will be identified for each benefit. These KPIs will be expanded in the programme business case, where they will be developed with specific targets, once detailed programmes are developed.*

The outcome and benefit map is attached as Appendix xx….

2.3 Alignment to existing strategies

*Describe how the proposed outcomes for this business case align to relevant national, regional, sector and organisational strategies. It is important that the proposed direction for the business case contributes to and is consistent (or at least not inconsistent) with the aims and objectives of each organisations strategy.*

2.4 Status of the evidence base

*Outline the status of the evidence that supported the analysis.*

* *In which areas is there a good evidence base?*
* *Where are there gaps in the evidence*
* *What areas were identified for further analysis?*

3 The strategic context

*Explain briefly how the scope of the proposed investment fits within the existing business strategies of the organisation, in terms of the existing and future operational needs of the organisation. Additional supporting documents can be included as appendices.*

3.1 Organisational overview

*The breadth of the organisational focus will determine the scope of the investment proposal, whether it encompasses multiple organisations or a single Approved Organisation (AO).*

*If the scale of the problem encompasses a number of different of organisations it needs to be clear who the contributing parties are and where benefits are anticipated to accrue as this will ultimately guide investment.*

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

*This section should also include a description of the external factors that are driving the need to invest. These could be threats or opportunities, either existing or expected. External drivers may be political, environmental, societal, technological, legislative or economic.*

3.2 Organisational outcomes, impacts and objectives

*Outline the overall organisational goals and outcomes sought that have relevance for the proposed investment. Describe areas of synergy and/or misalignment of the organisational goals.*

3.3 Identifying key stakeholders

The key stakeholders that have an interest in the expected outcomes or can influence the investment proposal are: …

*Identify commonalities and differences in areas of focus.*

4 Assessment profile

*Outline the indicative strategic fit and effectiveness in accordance with the NZ Transport Agency Investment Assessment Framework (IAF), as agreed by the stakeholders.*

The indicative assessment profile has been determined as......

*Explain rationale.*

5 Summary of the strategic case and assessment profile

*Summarise the strategic case and outline the indicative assessment profile, in accordance with the requirements of the NZ Transport Agency Investment Assessment Framework (IAF).*

PART 2 – Prepare funding for programme business case

6 Programme business case scoping

6.1 Right sizing the capacity/capability of the team

*Outline the key dates for developing the programme business case/indicative business case.*

*Set out the types of work to be undertaken and estimated cost of developing the programme business case/indicative business case and the basis for its development.*

*Outline the composition of the programme business case/indicative business case project team, i.e. its size, key skill sets, in-house or consultants etc.*

6.2 Right sizing the effort

*Outline the boundaries of the geographic area that will be examined within the indicative business case.*

*Outline the key challenges you expect to face in undertaking development of the indicative business case and how you plan to mitigate these challenges.*

*Detail what further work will be undertaken to help inform the development of the indicative business case:*

* *What work will be needed in terms of data collection/modelling/analysis to better inform the problems and outcomes?*
* *What is the scope of data collection/modelling/analysis to better inform the problems and outcomes?*
* *What work will be undertaken to better define the benefits, constraints and dependencies of the programme/options?*
* *What work will be needed to close the gaps in the evidence base - what is the significance of these and how will these gaps be filled?*

***The recommended preferred way forward***

*Outline the scope of effort for completing the business case and developing the proposal for the detailed business case. This will include the necessary work on the commercial and financial cases and management case.*

6.3 Right sizing the engagement

*Who are the key stakeholders and how will they be engaged?*

*What public engagement is proposed to understand further the key opportunities, constraints and wider objectives of the community to inform the indicative business case?*

*Will this be a high profile activity?*

6.4 Risk management

*Highlight any risk management issues associated with developing the indicative business case.*

*How are you going to manage your risk?*

6.5 Estimated investment required

*Set out the estimated funding required to develop the programme business case/indicative business case, together with a break down of the scope and how this figure has been arrived at.*