a. Stakeholder engagement commences to prepare the business case. The engagement identifies who's involved in the BC development and decision making, who does what and when is the effort required.
b. A SharePoint project site should be established for all Massey University projects. SharePoint project sites must be used for projects over $250k to permit collaboration and records management.

9. Investment Logic Mapping (ILM)
   ILM is required for all high risk or high value programmes or projects. This will be completed with the assistance of an independent facilitator. ILM is required for:
   a. High risk projects or programmes determined by a risk profile assessment at the scoping stage
   b. High value projects or programmes over $10 million

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Business Case Approvals

Approvals for business cases will follow established university committee and executive approval procedures. Scoping, risk assessment and strategic assessments will be approved in principle and feed into the Ten Year Capital Plan and operating budget planning cycles. Finalised business cases will complete a quality assurance review, then proceed to sub-committee, SLT and, if over $1.0m, to University Council for final approval.

What is Included in a good business case

A good business case is the foundation planning document for a project or programme that demonstrates:

- The stated outcomes and how they will deliver on specific aspects of the organisations strategy.
- A full range of options and market analysis are considered to maximise value for money with an assessment of risk and uncertainty. Including in-house delivery, mixed/hybrid delivery, ownership, leasing, partnerships and outsourcing.
- The procurement strategy, service requirements, risk allocation and payment methods are defined.
- The current and future, capital and operational funding requirements for sustainable financial planning. Is this affordable? What are the costs/ benefits? When will the costs be incurred and financial benefits realised?
- Evidential project planning, resources management, quality assurance processes, risk management and mitigation planning, post implementation management and post completion review.

A good business case will:

- Have SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives, setting and managing expectations.
- Clear the way forward with decision making, removing ambiguity and providing greater certainty of success.
- Have demonstrated project planning and detailed management structures
- Provide effective change management and quality assurance, providing high levels of confidence.
- Define responsibilities and resources requirements agreed with stakeholders.
- Become a reference document for the project.

Documents and Tools to assist in business case preparation

Guidelines for Business Cases
Scoping Documents
Templates
Related Guidance
http://www.treasury.govt.nz/statesector/investmentmanagement/plan/bbc/guidance

Massey University Risk Profile Assessment
TBA – Contact Risk Management Office

Investment Logic Mapping
http://www.ssc.govt.nz/project-delivery-capability

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Business Case Framework & Procedure

Procurement Policy and Procedures
Tenders Board Terms of Reference and Procedures
Capital Projects Policy

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whether further work is required to clarify the problem/opportunity and the possible options, benefits, strategic responses and solutions;

the level and depth of analysis required in various stages of the development of the business case;

the level and depth of independent quality assurance required in various stages of the development of the business case;

level of effort and cost for development and assurance; and

the timing and nature of engagement and decisions required including how these fit with other processes (i.e. capital and operational planning cycles, committee processes and council approval)

2. STRATEGIC ASSESSMENT THE FIRST STAGE OF A BUSINESS CASE

The strategic case demonstrates that the proposal is well-aligned to University strategy and objectives. The strategic case must provide a robust and well-evidenced case for change and clear specification of the investment objectives

recommend an indicative or preferred way forward for further development of the investment proposal, following analysis of a long list of options, and supported by a limited number of short-listed options for further analysis

seek the early approval of decision-

The purpose of the Business Case is to:

- identify the strategic context of the organisation and how the proposed investment fits within that strategic context
- confirm the case for change and the need for investment
- identify the long list and short list of options, recommending the investment option which maximises value for money
- prepare the proposal for procurement
- Identify the financial impacts, plan the necessary funding and management arrangements for the successful delivery of the project, and
- inform a proposal to the SLT and University Council (or other decision-makers) to seek agreement to approach the market to request proposals and to finalise the arrangements for implementation of the project.
- set-out project planning, change management, risk management, post implementation management and post completion review planning

8. SINGLE STAGE (LIGHT) BUSINESS CASE (SMALL VALUE LOW RISK CASES)

The light Business Case is the scaled down [short] version of a Single Stage Business Case and the amount of effort and detail included should reflect the value of the funding request. It will commonly be used for low value, low risk proposals

Acknowledgements

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Some of the information in this document is amended from the original source to align with Massey

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Business Case Framework & Procedure –

MANAGEMENT CASE

This outlines the current project management arrangements and putting in place any further arrangements required to ensure successful delivery and to manage project benefits and risks. This includes:

- Project management planning, including resource planning
- Change management planning
- Risk management and mitigation planning
- Quality assurance planning
- Benefit realisation
- Post implementation operational management
- Post completion review