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Together
is how we
stand apart

Business Case Clinics

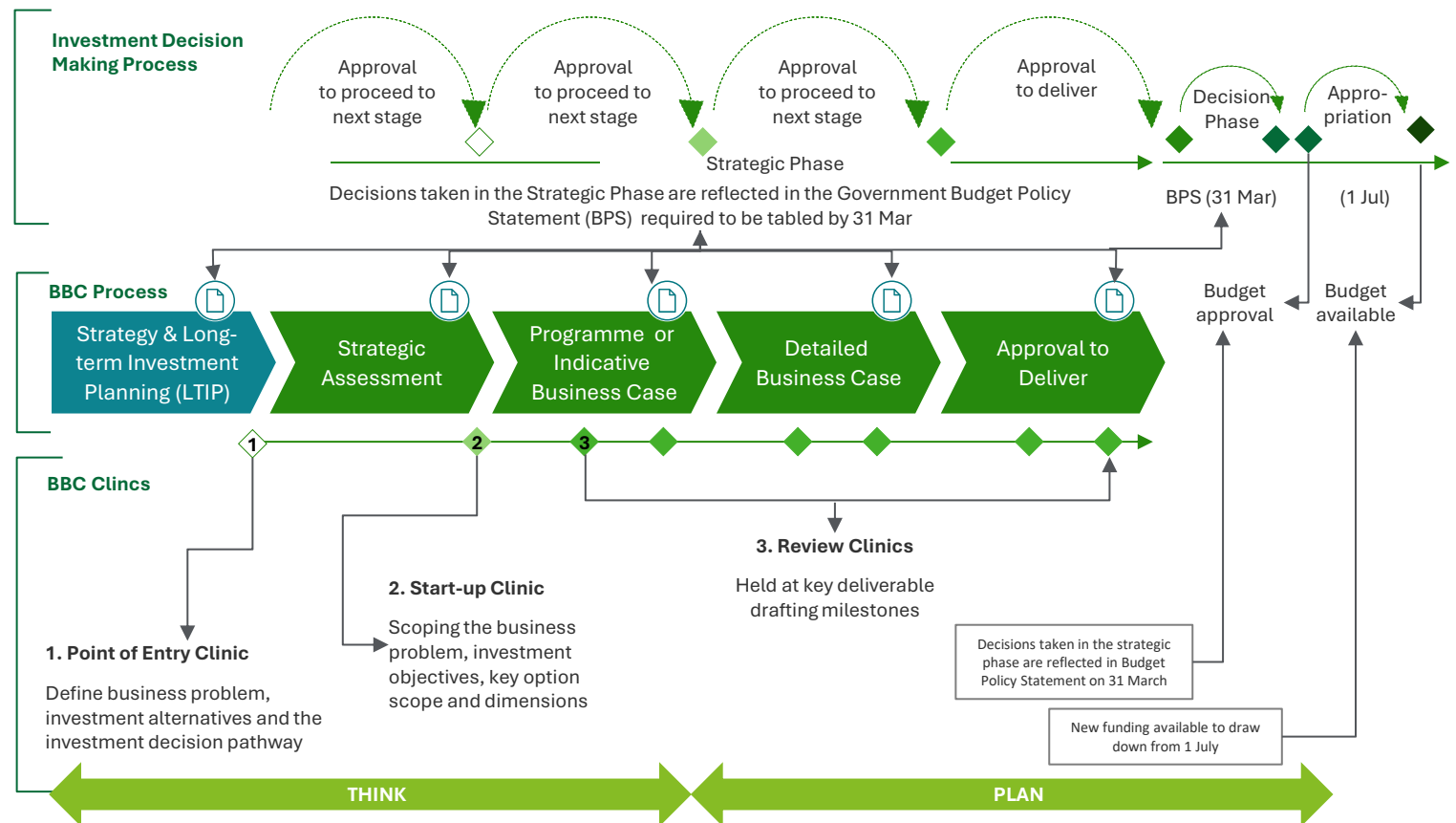
Increasing Investor Confidence in Delivery Success

Better Business Case Clinics – adding value across the investment journey

The Government expects all investments to be supported by a business case developed using the Treasury Better Business Case (BBC) methodology to ensure objective analysis, transparency, and alignment with strategic priorities. The BBC methodology is a structured approach used to enable business and agency leaders, and Ministers, make smart investment decisions that maximise value. The BBC process, the Budget cycle and Cabinet decision-making processes are closely intertwined.

“ Our BBC Clinics help agencies navigate the end-to-end investment decision making process.

A business case is not a mountain to be climbed, but a pathway to a robust investment decision.”



Find yourself navigating a complex investment decision making process?

Do any of the scenarios below resonate? Our Business Case Centre of Excellence provide a range of BBC Clinics, from informal check-ins to tailored sessions to focus on tricky issues or areas of emphasis. Our Clinic team members are available for agencies developing business cases under Treasury’s BBC methodology, and they provide expert support, ensuring alignment with public value goals and Treasury expectations.

Our goal is simple: to help you define what good looks like and put steps in place to support you to succeed.

Starting from scratch?

You’ve just been handed a new initiative and told to “get a business case together.” You’re not sure where to begin, what Treasury expects, or how to avoid the usual pitfalls.

A clinic gives you a safe space to ask the “dumb” questions and get set up for success.

Hit a wall?

Team’s been grinding through the Detailed Business Case for weeks, but the narrative’s flat, the numbers don’t quite land, and no one’s sure if it’s Cabinet-ready.

A clinic can provide a fresh set of eyes, people who know what ‘good’ looks like and can help you get there fast.

Getting mixed messages?

Treasury says one thing, your steering group says another, and your delivery partner has a third opinion. You’re stuck in the middle trying to make the business case work for everyone and it’s starting to show.

A clinic can help cut through the noise, bring clarity and isolate the actions you need to take to build consensus among decision-makers.

Almost there... maybe?

You’ve got a solid draft, but you’re second-guessing the options analysis and wondering if the benefits are compelling enough.

Before you hit ‘send’ to the approvals team, you want a confidence check and maybe a few sharp questions to tighten things up.

A clinic will provide the expert backing you need to know with confidence what’s ready, and if there are any areas where you could sharpen your pitch.

BBC Clinic Overview

BBC Clinics are designed as a pathway to robust investment decision making *and* build greater awareness of some of the tips and tricks that you won't find in the training manual. Our team will provide feedback and guidance at key development stages. We can help you navigate business case processes and approval pathways. We will support you in building internal capability and confidence in business case development.

Pre-Clinic Preparation

Identify your stage of development and submit the most relevant documents based on where you are at in your process:

- **Point of Entry:** Defining BC pathway, undertaking the Strategic and Risk Profile Assessment
- **Start-up:** Scoping the investment
- **Review:** Test & Review Cases at key drafting milestones
- **End Point:** Pre-submission confidence check

Identify your next Gateway Stage and any earlier review materials.

A brief outline of your areas of concern or specific guidance you are seeking:

- Your top five questions in an email is perfect.

Structured Clinics

Structured 1-2 hour sessions designed specifically for where you are at in the overall investment process:

Point of Entry: Strategic & Risk Profile Assessment

- **Orienteeing:** understanding your specific investment need and outlining your pathway forward and key decisions to get you starting strong

Start-up: Investment Scope

- **Scoping:** the business problem, structuring the problem statement(s) and IOs, and defining the key option scope and dimensions

Review: Test & Review

- Focussed review of BBC Artefacts which may be needed at different points across the process i.e. SC+EC, then later a full BC review or you may prefer a case by case review
- Reviews are done while still in draft, so as to refine & shape them

End Point: Pre-submission confidence check

- The business case is there or there about but you need to know if it's "stand-out" compelling. This clinic will test the quality of the investment case with a few gnarly questions to help you sharpen the ask.

Tailored

Focussed 1-2 hour sessions targeted to your specific needs and may cover:

Strategy or Long-term Investment Plan (LTIP)

Investment logic

Risk management, and stakeholder engagement

Defining key service requirements

Narrative shaping/storyboarding, identifying the 'golden thread'

Optioneering: build options dimensions and long list options and assessment framework

Conduct cost-benefit analysis, benefit quantification, risks and impacts.

Explore commercial strategy, alternative procurement and delivery models

Introduction to public sector financials and/or financial modelling

Develop delivery/management plans, governance, and assurance frameworks.

Confidence Check-ins

These clinics suit agencies that need an expert "sounding board" in their corner.

Some of our clients have referred to this as Business Case Therapy. A chance to get you back on track.

A "no judgements" environment to raise your top five questions, share your concerns and challenges freely to find a way forward.

Or perhaps just a chat to seek guidance and capability building on the process itself:

- What you should expect
- The things you need to know and have answers for
- What you should not expect and how to navigate those.

Who could benefit from a business case clinic

Business Case Clinics are available to anyone who is currently, or planning to be, involved in the development or oversight of a business case. Ask us about our suite of structured sessions or tell us what you're looking for and we will tailor the session specifically to your needs. Here are some examples of some of our client's challenges and the support they are seeking when they approach us to facilitate a clinic for them.

Senior Advisor, Analyst and business case writer

Role and Focus

Develop Business Cases to show public value, ensure initiatives align with organisation priorities and provide a compelling case to secure government funding.

Key Challenges

Challenges include limited BBC skills or expertise in deriving economic value, unfamiliarity with Treasury templates and language, investment logic and understanding the intertwined budget cycle and cabinet decision making process.

Clinic Support

Informal Clinics provide a sounding board and guidance to clarify expectations and tailor submissions.

Structured case-by-case sessions build internal capability and confidence.

Tailored Clinic offers ILM facilitation and storyboarding to shape the case.

Portfolio, Programme, Project (P3) Manager

Role and Focus

The P3 Manager focuses on creating a robust Detailed Business Case for infrastructure, digital and transformation delivery.

Key Challenges

Challenges include handling diverse stakeholder needs, technology risks, and cost-benefit analysis with limited expertise.

Coordinating efforts across multiple agencies adds significant complexity to project delivery and planning.

Clinic Support

Informal clinics provide advice to navigate complexities and find a path forward.

Tailored clinic sessions provide expert advice on economic modelling, commercial strategy, stakeholder management, implementation planning and risk framing.

Finance Lead

Role and Goals

The Finance Lead ensures projects have sound financial and commercial cases, validating affordability and funding sources.

Key Challenges

Risk and Compliance Management
Addressing procurement risks and aligning submissions with MBIE All of Government Guidelines and Treasury's investment management system is critical for successful project approval.

Clinic Support

Structured Clinics cover financial case requirements, pitfalls and confidence in 'what good looks like'

Tailored Commercial Clinics provide focussed, expert support in managing multi-agency complexities and improving investor confidence.

Programme Director

Role and Goals

The Programme Director ensures quality and consistency across multiple business cases within a large establishment programme.

Focuses on governance frameworks, delivery planning, and managing dependencies and sequencing across projects.

Key Challenges

Faces challenges like capability variation, risk of duplication, misalignment, and need for strategic oversight.

Clinic Support

Structured clinics provide regular check-ins to iron out the bumps to mitigate any chance of them becoming significant hurdles.

Tailored Portfolio clinic provides integrated planning support, aligning projects with strategy and business readiness planning.

Senior Responsible Owner

Role and Goals

Executive-level leader accountable for the successful delivery of a major investment programme. Maintain confidence in delivery across governance and stakeholder groups.

Key Challenges

Pressure to deliver under tight timelines and political scrutiny.

Navigating cross-agency dependencies and stakeholder alignment.

Clinic Support

Informal Clinics provide a sounding board to test strategic narrative and delivery confidence.

Structured Clinics provide ongoing support in identifying gaps before formal submission or Gateway review.

Tailored Clinics to access expert advice on governance, risk, and assurance readiness.

Our team



Kim Neumayr

Director Strategy and Business Case Practice Lead

Kim is our Business Case Practice Lead. Having Joined Deloitte in 2017 from a senior role in the Public Sector Kim is well versed in navigating the Machinery of Government and best practice end to end public sector investment planning.

Kim has extensive experience in leading strategy and investment planning, business case development and implementation projects including managing complex stakeholders; entity establishment; business model and operating model design; Investment Logic Mapping; setting out commercial, management and implementation considerations; managing change and preparing for business readiness.

Kim provides overall leadership across our Business Case Practice and oversight of Business Case development with deep expertise in the strategic, commercial and management cases and in options development ensuring a robust framework and broad range of options have been considered. Kim is a certified Business Case Practitioner, Registered Gateway Reviewer and trained ILM facilitator.



Trevor Manners

Director Strategy, Specialist Lead in Infrastructure and Capital Projects

Trevor has experience across the lifecycle of project and programme development, having been involved from portfolio strategic planning through design and construction, and operations/asset management. Trevor's experience across the asset lifecycle, grounds his understanding of how delivery risks and opportunities can be mitigated or enabled through commercial arrangements and the establishment phase of the project or programme.

Trevor leads the Commercials, Quantitative Risk Assessment and Programme / Project Management Planning aspects for Business Case development and works extensively with public sector organisations on defining their commercial priorities, the commercial arrangements to support them, and how to effectively deliver capital projects, manage and apportion risk.



Sarah Morton

Associate Director Strategy and Senior Business Case Practitioner

Sarah is a highly experienced business case lead with deep expertise in quantitative analysis to support project evaluation, business cases, scenario and options assessment, and benefits quantification. As part of our modelling practice, she provides financial model reviews and funding and financing analysis to support commercial projects for Board approval and public sector business cases.

Sarah is also a qualified Better Business Case Practitioner, Project Management Practitioner, and Chartered Accountant, and experienced in developing successful investment cases which requires developing a compelling narrative, supported by a strong rationale for investment. These accreditations reflect not only her skills & experience, but also her passion for supporting agencies make the best value decisions.

Sarah has been a core member of our senior team in delivering business cases and investment planning across the Public Service.



Jane Fraser-Jones

Partner Strategy and Business Case Practice Co-Sponsor

Jane is our senior sponsor of Deloitte's business case practice with David and is a member of Deloitte New Zealand's Board. She is experienced in assessing strategies, policies, analysis and decision-making environments affecting businesses and regulators. Jane is experienced in crisis management and stakeholder communication, and is a former senior advisor to Prime Minister Key.

Jane works closely with public sector entities and peak bodies on investment and value-for-money decision-making and strategies, brand and reputation management, and issues regarding policy and regulatory settings.

She has led a number of high-profile, high-risk Cabinet-level business cases for public sector executive teams, and has helped clients secure significant investment, and Green Gateway reviews – the highest rating possible.



David Lovatt

Partner AI & Data and Business Case Practice Co-Sponsor

With Jane, David co-sponsors our Business Case practice. David has delivered, quality assured and reviewed business cases for transformation, technology, and infrastructure projects across the public and private sectors. David's focus is on working with executive teams to make great choices and investment decisions, and to ensure programmes and organisations are well set up to deliver results.

David is a recognised leader in complex business transformation with extensive experience shaping investment decisions and then establishing & delivering significant programmes for our most important clients. He has a deep understanding of transformation delivery having led large programmes in Delivery or Transformation Lead roles, and is often called on to advise on Government decision-making processes through business cases, Budget bids and investment plans. He was an independent advisor to the Defence Capability Plan development, reviewed Health New Zealand's financial management, and has most recently been supporting Councils as they commit to new water service delivery arrangements.

A sample of our Better Business Case credentials

Programme Business Case (PBC) | Indicative Business Case (IBC) | Detailed Business Case (DBC) | Single Stage Business Case (SSBC) | Implementation Business Case (ImBC) | Approval to Deliver (ATD)

 <p>Seismic Programme PBC and DBC and Wellington Girls' College DBC. Scope included School Property investment planning uplift, stakeholder engagement leadership and gateway support.</p>	 <p>Dunedin Hospital Digital Programme ATD. Development of the ATD to support drawdown of funding to deliver the digital infrastructure required for the inpatients building.</p>	 <p>Firearms Safety Authority DBC: Outlining the options for the transfer of the FSA. Explores organisational form for the future model of the FSA, operating model improvements, and the appropriate host agency.</p>	 <p>Technology Transformation: Advised the approach to designing their major service and technology transformation and the associated business cases. This included facilitating sessions on the investment logic, benefits, risks, and options.</p>	 <p>Defence Estate Regeneration PBC. Responsible for writing and developing the strategy, PBC and financial models for regeneration of the defence estate. This defined a 15-year programme valued at \$4.2bn.</p>
 <p>Schools' Roll Growth & School Property Maintenance PBC and DBC. Leading across a complex investment landscape to support informed investment in major government infrastructure priorities.</p>	 <p>Waikato Medical School DBC. Work covered the establishment of the PMO, DBC development, Gateway and IQA support.</p>	 <p>Developed a series of business cases for innovative courts across New Zealand.</p>	 <p>Modernising Digital Identity DBC. Facilitation of ILM, content development sessions, ILM, storyboarding, market engagement and procurement planning, operating model, governance design and implementation planning.</p>	 <p>Horticulture Technology Catalyst IBC and DBC, and Economic Impact Assessment: Facilitation of ILM, content development, and stakeholder engagement across the tech and hort sectors.</p>
 <p>Plant Health & Environment Capability ImBC. Support covered all facets of Programme delivery and BC development, with a particular emphasis on cost recovery, operating model and commercial arrangements</p>	 <p>Biodiversity Research Centre DBC and ImBC. The work covered DBC and ImBC development. The ground-breaking ceremony was in September 2025</p>	 <p>Strong Public Media SSBC and later the implementation programme to establish a single Government-owned public media entity in New Zealand</p>	 <p>The team iterated each case alongside Parliamentary Service through a workshop-driven approach, allowing material to be shaped collaboratively and ensuring each case came together smoothly into a coherent narrative.</p>	 <p>We worked with FENZ to understand its BC process from a risk and controls perspective and provided recommendations as to how the organisation might enhance its existing processes.</p>



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