

COMMERCIAL ISSUES IN THE PUBLIC SECTOR

NEW for 2010!

PPPs in a Nutshell

22nd & 23rd November 2010, Wellington

Key Learning Objectives:

- Gain an in depth understanding of key PPP concepts
- Build a business case and feasibility study for PPPs
- Effectively structure a PPP
- Understand and manage risks surrounding PPP arrangements
- Gain an understanding of Financial and Legal issues surrounding PPPs

NEW for 2010!

Business Case Development for the Public Sector

24th & 25th November 2010, Wellington

Key Learning Objectives:

- Develop concepts from initial idea through to feasibility study, business case and on to business plan
- Advise third parties about types and level of information required & assess third party funding proposals
- Learn how to develop robust feasibility studies, business cases, business plans
- Understand cost benefit analysis and key financial concepts
- Determine the merits of third party proposals

Facilitator:

Rob Steel,
OPUS INTERNATIONAL
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PPPs in a Nutshell



Wellington

22nd & 23rd November
2010, Duxton Hotel

Understanding Public Private Partnerships (PPP) ?

- Why do Public Private Partnerships?
- What are the types of PPP?
- Key principles of PPP
- Who use PPP?
- Contractual framework
- Role of government in a PPP
- NZ Framework for PPP
- SSC Gateway review
- Key features of successful PPPs
- Examples of PPP failures
- Case Studies (Local + Overseas):
 - Utilities
 - Housing
 - Transport
 - Education
 - Healthcare
 - Prisons

Defining the service need and procurement options:

- Identifying service needs
- Relationship between outputs and outcomes
- Flexibility and innovation
- What is the best mix of public sector and/or private sector involvement?

Forming the project team:

- Why is this important?
- Governance
- Selecting the project team

- Developing project plans
- Communication and consultation planning

Developing the business case

- Evaluating benefits, risks and costs of preferred option against other options, including status quo
- Treasury CBA Primer
 - Data (valuing costs and benefits)
 - Assumptions
 - Optimism Bias
 - Discount rate
 - Sensitivity Analysis
 - Presenting information
- Evaluating procurement options
- Obtaining funding and project approval
- What is a Public Sector Comparator and why develop one?
- Inviting Expressions of Interest (Eoi)

Selecting the private sector partner

- Evaluating Eoi
- Reviewing business case
- Use of standard documentation to develop RFP & contract
- Evaluating RFP and negotiate
- Comparing approaches with Canada and Europe

"The end of the beginning"

- Maintaining the relationship
- Delivery and success
- Measure, Monitor, Manage and Evolve
- Some key messages from the research



ROB STEEL,

MRAC MRICS, P30 Registered Practitioner
Manager – Management Consultancy
Services,
OPUS INTERNATIONAL CONSULTANTS LTD

Rob is a knowledgeable senior executive with broad international experience in portfolio management, infrastructure investments and public private partnerships (PPPs) in both the public and private sectors. He has a proven overseas track record in supporting public and private organisations to deliver successful PPPs by using a collaborative leadership style

and outstanding relationship management skills to build high performing teams.

He is internationally accredited by the APM Group, on behalf of The Office of Government Commerce (UK), as a Registered Practitioner in P30. P30 is a set of principles, processes and techniques which facilitate effective portfolio, programme, and project management across an organisation. It incorporates existing good practice like the Gateway Review. Rob is also a guest lecturer at The University of Auckland Business School on asset management in the public and private sector.

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Business Case Development for the Public Sector



Wellington
24th & 25th November
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Key components of a public sector business case

- An introduction to developing a business case
- Defining the purpose of your business case: What are your objectives?
- Key differences between feasibility studies and business plans/cases
- Identifying the information that the decision-makers will need
- Establishing the framework in which a business case fits
- What costs and benefits will be included and over what time period?

Opportunity or problem identification

- Identifying the opportunity that might be lost
- Identifying the problem
- Clarify whether the result is a symptom or cause
- Understand what outcomes are sought
- Identify possible solutions
- Is government intervention appropriate?

Developing options

- Consider wide range of options
- Techniques used to identify options
- Determining if you need a feasibility study
- Structure of a feasibility study
- Benefits of feasibility studies
- Building a feasibility study including a Benefits Management Plan

Methods used to assess options

- The purpose of Cost Benefit Analysis, Multi Criteria Analysis and others
- An introduction to how they are calculated
- Advantage and disadvantage of each method of analysis
- Clarifying the difference between financial and economic analysis
- Key Terms explained:
 - Payback period
 - Internal rate of return (IRR)
 - Accounting rate of return
 - Net present value (NPV)
 - Depreciation
 - Cost of Capital/WACC

Assessing the options based upon the New Zealand Treasury's Cost Benefit Analysis primer

Using the guidelines set down in the New Zealand Treasury Cost Benefit Analysis primer, you will be guided through a CBA of a policy decision

- Identifying relative costs and benefits
- Assumptions & scope
- Identifying costs and benefits
- Valuing costs and benefits
- Analysing options
- Cash flows
- Discounting and discount rates
- Net Present Value

- Analysing Risk, uncertainty and intangibles
- Risk & uncertainty
- Optimism bias
- Sensitivity & Scenario Analysis
- Intangibles & Multi Criteria Analysis
- Selection and presentation

Understanding finance for policy makers

Understand the importance of key pieces of financial information for policy makers. Learn what it means, how to calculate them, and how to present the information in a policy relevant format including:

- Understanding the accounting process
- Analysing and interpreting financial information
- Involving the Public Finance Act: Focusing on outputs and linking outputs to outcomes
- Meeting the different needs of financial information users: the finance function, types of accountants, financial vs management accounting and the treasury function
- Cash flow and cash management
- Planning and budgetary control
- Costing - Essential tools for effective management
- Project appraisal - the investment decision
- Selecting the appropriate financial analysis to include in your case

Techniques for preparing budgets and forecasts

- Accurately identifying unrealistic targets
- Pinpointing the interplay between budgets and forecasts
- Successfully integrating forecasting and budgeting as essential tools for measuring performance
- Incorporating the variables to establish accurate indicators and benchmarks
- Creating an adaptive performance measurement framework

Presenting the business case for a public sector audience

- Organising information and structuring your business case
- Communicating what public sector decision-makers want to know in a language they understand
- Using recommendations and conclusions effectively
- Should you include an executive summary?
- Choosing the most important facts and findings for the case summary

Implementation & evaluation

- Business case review
- Measure monitor and manage results against the Benefits Management Plan
- Lessons learned

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Business Case Development for the Public Sector



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