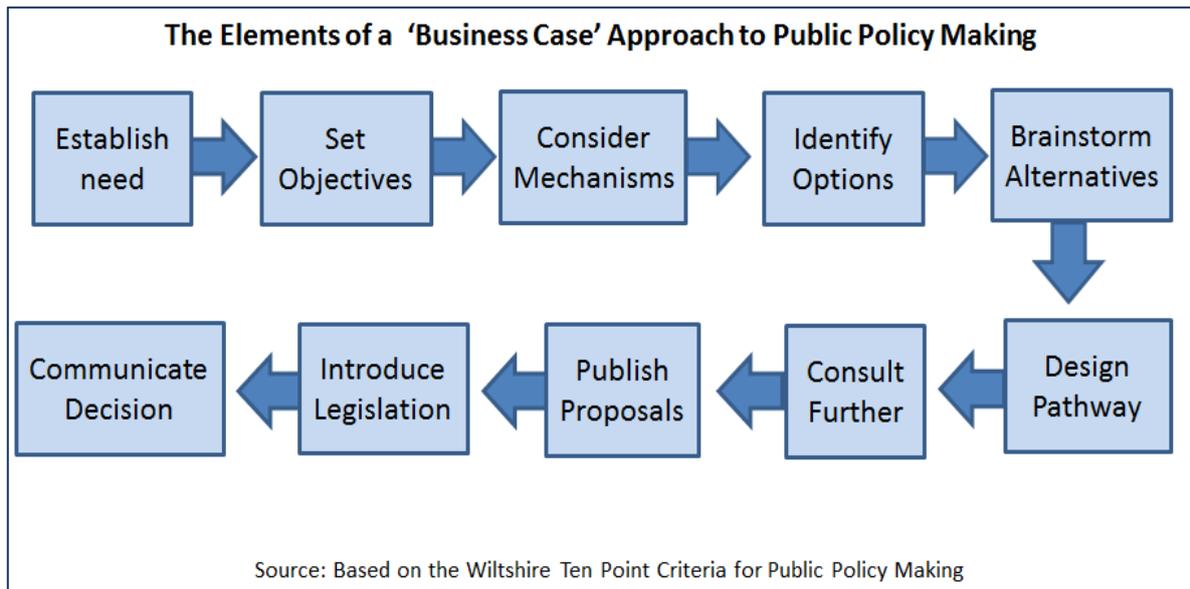


Wiltshire Criteria

Based on an article for the Committee for the Economic Development of Australia (CEDA) by Professor Kenneth Wiltshire AO of the University of Queensland Business School, the essential elements involved in developing a business case in a public policy context can be stated as follows:



Ten Criteria for a Public Policy Business Case

1. **Establish Need:** Identify a demonstrable need for the policy, based on hard evidence and consultation with all the stakeholders involved, particularly interest groups who will be affected. ('Hard evidence' in this context means both quantifying tangible and intangible knowledge, for instance the actual condition of a road as well as people's view of that condition so as to identify any perception gaps).
2. **Set Objectives:** Outline the public interest parameters of the proposed policy and clearly establish its objectives. For example interpreting public interest as 'the greatest good for the greatest number' or 'helping those who can't help themselves'.
3. **Identify Options:** Identify alternative approaches to the design of the policy, preferably with international comparisons where feasible. Engage in realistic costings of key alternative approaches.
4. **Consider Mechanisms:** Consider implementation choices along a full spectrum from incentives to coercion.
5. **Brainstorm Alternatives:** Consider the pros and cons of each option and mechanism. Subject all key alternatives to a rigorous cost-benefit analysis. For major policy initiatives (over \$100 million), require a Productivity Commission analysis.
6. **Design Pathway:** Develop a complete policy design framework including principles, goals, delivery mechanisms, program or project management, implementation process and phases, performance measures, ongoing evaluation mechanisms and reporting requirements, oversight and audit arrangements, and a review process ideally with a sunset clause.
7. **Consult Further:** Undertake further consultation with key affected stakeholders of the policy initiative.
8. **Publish Proposals:** Produce a Green and then a White paper for public feedback and final consultation purposes and to explain complex issues and processes.
9. **Introduce Legislation:** Develop legislation and allow for comprehensive parliamentary debate especially in committee, and also intergovernmental discussion where necessary.
10. **Communicate Decision:** Design and implement a clear, simple, and inexpensive communication strategy based on information not propaganda, regarding the new policy initiative.

Source: Institute of Public Administration Australia (IPAA), *Public Policy Drift - Why governments must replace 'policy on the run' and 'policy by fiat' with a 'business case' approach to regain public confidence*, April 2012, page viii.

Case Study Evaluation Questionnaires

'Normal' Decisions (Based on Wiltshire Criteria)

'Normal' is a situation warranting standard good policy-making practice since immediate action is not necessitated by an emergency.

1 Need

Is there a statement of why the policy was needed based on factual evidence and stakeholder input?

2 Objectives

Is there a statement of the policy's objectives couched in terms of the public interest?

3 Options

Is there a description of the alternative policy options considered before the preferred one was adopted?

4 Mechanisms

Is there a disclosure of the alternative ways considered for implementing the chosen policy?

5 Analysis

Is there a published analysis of the pros/cons, data/assumptions and benefits/costs of the alternative options/mechanisms considered in 3 and 4?

6 Pathway

Is there evidence that a comprehensive project management plan was designed for the policy's rollout?

7 Consultation

Was there further consultation with affected stakeholders after the preferred policy was announced?

8 Papers

Was there (a) a green paper seeking public input on possible policy options and (b) a white paper explaining the final policy decision?

9 Legislation

Was the policy initiative based on new or existing legislation that enabled comprehensive Parliamentary debate and public discussion?

10 Communication

Is there an official online media release or website that explains the final policy in simple, clear and factual terms?

'Emergency' Decisions (Based on modified Wiltshire Criteria restricted to urgent crises such a Bushfires, Floods or Pandemics)

An 'emergency' is an exceptional, unexpected, serious and dangerous situation requiring immediate action.

1 Urgency

Was a justification given for the short timeline of the policy decision and was it accepted by the Parliamentary Opposition and ratified under existing or new legislation?

2 Need

Was there a statement of why the policy was needed based on factual evidence and expert opinion?

3 Objectives

Was there a statement of the policy's objectives couched in terms of the public interest?

4 Options

Was there any disclosure of why the chosen policy was preferred over other possible policy responses?

5 Mechanisms

Was there any disclosure of different ways (e.g. incentives versus fines) considered for executing the chosen policy?

6 Analysis

Was there any disclosure of technical data, working assumptions and mathematical modelling behind the chosen policy?

7 Pathway

Was there any evidence of a carefully considered logistical strategy for rolling out the policy decision?

8 Consultation

Was there meaningful input from relevant experts and stakeholder representatives before and after the policy decision?

9 Communication

Is there an official online media release or website that explains the final policy in simple, clear and factual terms?

10 Review

Was there a stated intention to review the lessons learnt from the official policy response once the emergency was over?