

GovNext Benefits Realisation Management Framework



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Purpose of this Framework

The purpose of the GovNext Benefits Realisation Framework (the Framework) is to assist agencies in standardising the approach to GovNext-ICT benefits realisation. Whilst the scope of this document extends to GovNext projects or programs of work only, the guiding principles of Benefits Management are applicable across any project or program. The Framework provides agencies with consistent categories to track GovNext benefits, which in turn make it easier for the Office of Digital Government (DGov) to report at a whole-of-government level.

This document is an optional guide for agencies that already measure and report on benefits, and feel there is sufficient detail in what they are currently producing. The products referenced in this document are optional and can be combined to each agency. The Framework has been developed as an introductory reference guide to benefits management only. It is not a prescriptive model and is not intended to be resource intensive for agencies. The Framework is there to complement governance already in place, noting the size and scale of agencies will also be a factor as to how much is adopted. The term Project or Program is used interchangeably throughout this document as the scope and size varies, but the principles remain the same.

What is a Benefit?

A benefit is defined as “**Value that is created for the project sponsor or beneficiary as a result of the successful completion of a project.**”¹ Or, put simply, **a positive and measurable impact of change.**²

Benefits are the specific outcomes where accountability can be assigned, measured and defined. Benefits can be used for declaring the success of a project or a program of works.

What is Benefits Realisation Management?

Benefits Management is “the identification, definition, planning, tracking and realisation of business benefits”. A Benefits Management Plan should specify “who is responsible for achieving the benefits set out in the benefits profiles and how achievement of the benefits is to be measured, managed and monitored”.³

Benefits Realisation is used to determine whether a project or program has achieved the benefits proposed in a business case, and to enable agencies to measure the effectiveness of their project/program.

Principles of Benefits Management

1. A benefit is a measurable improvement resulting in an outcome perceived as an advantage by a stakeholder;
2. Benefits need to be clearly understood and defined as outcomes;
3. Benefits must always align to the organisation’s strategic goals;
4. Benefit measurement must be evidence-based to demonstrate that the original investment provides value;
5. Benefits are realised through change and, that change is sustained through realising the benefits;
6. Benefits need to be owned by Sponsors and the Executive, not just by the team writing the plan, implementing the change or assigned based on capacity;
7. Intermediate benefits are needed to realise the long term end benefits and demonstrate progress;
8. Benefits are dynamic and can change, they need to be regularly reviewed and updated to make sure they are still fit-for-purpose; and
9. The number of benefits being monitored and reported on needs to be manageable, simple and not overly time-consuming.

¹ <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/benefits-realization-management-framework.pdf>

² <https://www.apm.org.uk/resources/glossary/>

³ <https://www.apm.org.uk/resources/glossary/#b>

GovNext-ICT Background

GovNext-ICT (GovNext) is a whole-of-government reform agenda that aims to modernise government's enabling infrastructure technologies to drive improved service delivery, improve security and enable information sharing.

These improvements underpin a public sector that applies interoperable, fit-for-purpose solutions based on efficient use of cloud, and "as a service" delivery models, that support and drive business process improvements in Government, to deliver value to the community.

GovNext-ICT CUAGNICT2015 objectives

The objectives of the GovNext-ICT CUA are to:

1. Consolidate government data centre requirements, provide Infrastructure as a Service and Platform as a Service cloud services and create a unified, multi-vendor network for the whole of WA government;
2. Reduce Government's spend on ICT infrastructure and move it from a capital intensive, ownership model, to a flexible as-a-service model of only consuming and paying for what is required; and
3. Establish a fair, orderly and transparent market where three vendor consortia actively compete to provide ICT infrastructure services to customers.

GovNext Benefits Realisation Strategy

The GovNext Benefits Realisation Management Strategy (the Strategy) was released in 2017. The intent of the Strategy was to "enable(ing) government to move from its capital intensive, infrastructure-centric ICT operating model to an as-a-service, consumption-based operating model."

The Strategy noted that it was "difficult for government to take advantage of the "As a Service" paradigm shift taking place at the time. Governments scarce resources were tied up maintaining increasingly obsolete infrastructure, and it is struggling to deliver modern ICT capabilities to its employees and to the community. GovNext aims to free government from these limitations by creating a more agile, scalable and flexible government ICT platform, and supporting agencies in transitioning into it".

The Strategy paper positions government ICT staff moving away from low-level maintenance activities and becoming more strategically focused on delivering business outcomes.

The GovNext Benefits Realisation Management Strategy is supported by the Common User Agreement (CUA) GovNext-ICT CUAGNICT2015, to help agencies deliver transformation by moving technology procurement to a "as a service" approach.

Objectives of GovNext Benefits Management Framework

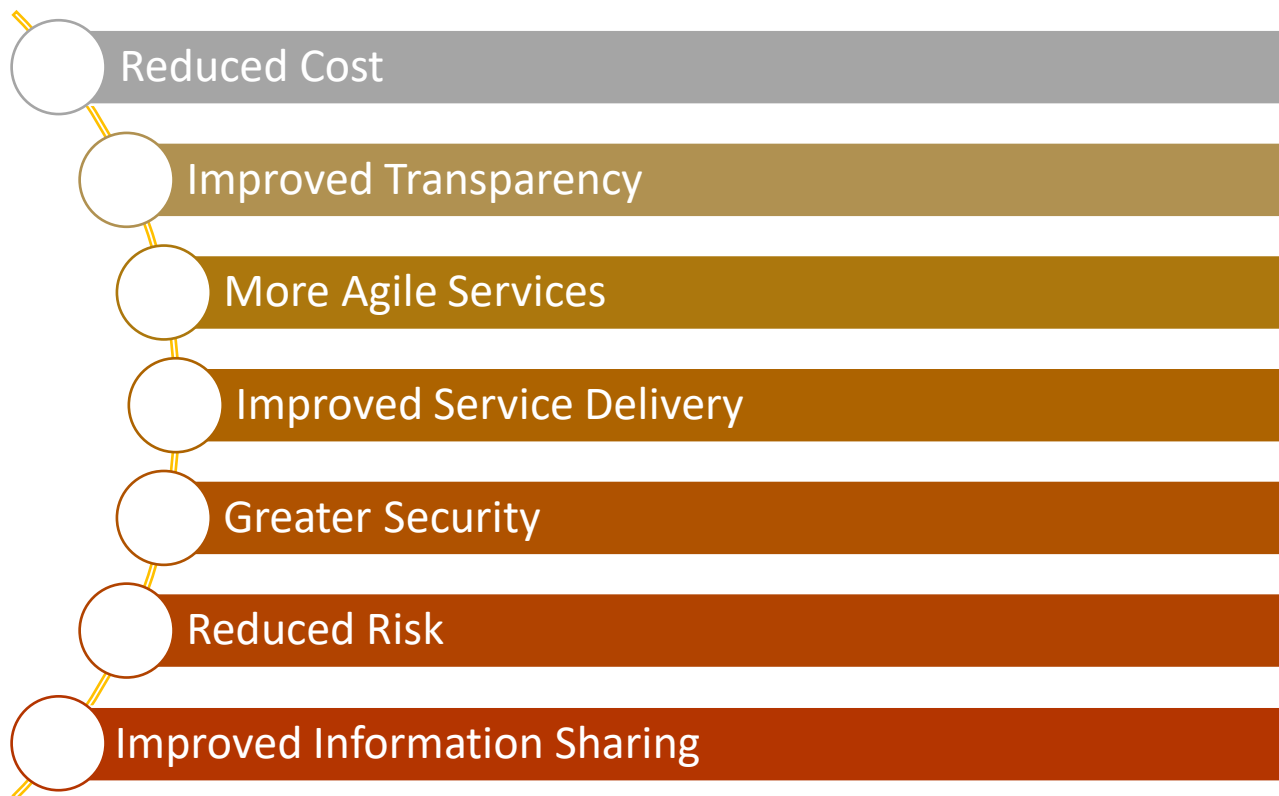
The purpose of the Framework is to assist agencies to track, manage and report on realising the benefits of the GovNext ICT CUAGNICT2015.

The Framework aims to assist agencies to measure these benefits through:

1. Recognising that GovNext benefits are not purely financial. There is no specific target metric for pure cost savings. Instead the program will focus on value for money benefits, including improved ICT capabilities;
2. Understanding that the success of GovNext can only be achieved if value is demonstrated and measured at an agency level;
3. Capturing and reporting the total savings generated as a result of GovNext at a whole-of-government level;
4. Seeking benefits information from agencies on a six monthly basis;
5. Agencies to understand that the level and quality of information provided is used at a strategic level by Government; and
6. Developing and publishing case studies of key agencies to demonstrate benefits.

GovNext Benefits Realisation Categories

There are seven GovNext benefits categories, which reflect the strategic and objective goals of GovNext.



Description of GovNext benefit categories

No.	Benefit Name	Short Description
GNB01	Reduced Cost	Agencies pay less overall for ICT services through the co-location of data centres, uptake of cloud technologies and creation of a unified government network. Government will reduce operational costs at an agency level and avoid capital expenditure at a whole of Government level.
GNB02	Improved Transparency	Agencies have a better understanding of their overall ICT asset management and services consumed. The associated costs of ICT to agencies and Government will be simpler to quantify due to simpler provisioning of capabilities and consistent, comparable service reporting through toolsets.
GNB03	More Agile Services	Agencies reduce their time to deliver new capabilities to business demand and respond to changing needs. Virtualisation and cloud hosting enables quicker software development cycles, enabling IT to respond quicker to business change requests.
GNB04	Improved Service Delivery	Agencies improve the reliability of the services they deliver by de-coupling government from infrastructure. GovNext-ICT services provide agencies with cost-effective disaster recovery (DR) and business continuity operations that will ensure that services continue to be delivered in the event of a disaster or unforeseen outage.
GNB05	Greater Security	Moving to a simpler, architected, coordinated environment with agreed standards across government systems, will provide greater security for WA Government information and systems. GovNext-ICT services enable whole of Government threat management and monitoring and in the event of a threat, can quickly isolate the government network from further attack.
GNB06	Reduced Risk	Agencies have more systems supported by disaster recovery and business continuity provisions; consumption model reduces agency financial risk. De-coupling government from infrastructure life-cycles reduces the risk to provided services due to assets that are heavily sweated and reduces the likelihood of a failure of the system.
GNB07	Improved Information Sharing	Agency staff have greater ability to collaborate within their own agency and with other agencies. By connecting agency systems in a unified network we allow people inter and intra-agency to collaborate more effectively which enables better decision making.

Agency reporting on GovNext benefits

To monitor the maturity of reporting on GovNext benefits, agencies will be required to report to the Office of Digital Government on a 6 monthly basis. A template will be provided to agencies to assist with GovNext benefits reporting.

Information provided by agencies will be applied at a whole of government level. Whilst it is never too late to commence measuring benefits, it is best practice to incorporate benefits management at the commencement of a project or program.

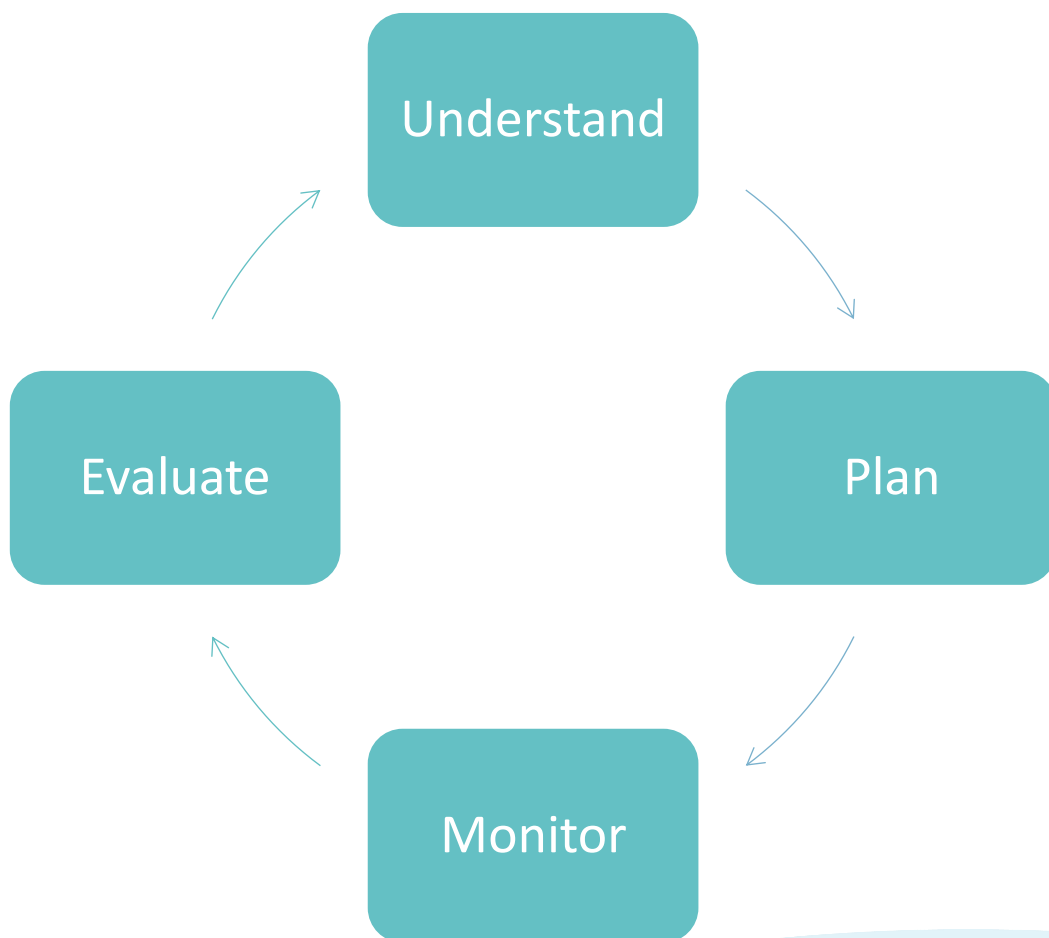
Process for Managing Benefits

Succeeding in benefits realisation, the Benefits Realisation Process

The Benefits Realisation process outlines four key phases to ensure that a project or program can realise its' benefits and show success. The figure below (figure 1) outlines these key phases; **Understand, Plan, Monitor and Evaluate.**

During each phase, there are strategic questions that can be applied to prompt whether project or program benefits are likely to be realised.

Figure 1. Benefits Realisation Process: Understand, Plan, Monitor and Evaluate.



Phase 1: Understand

The **Understand** phase defines the objective of the project or program, the potential benefits and ensures strategic alignment by making sure benefits are integral during the development of the business case and at the start-up of a project or program.

Strategic questions to be answered in the **Understand** phase:

- Has the vision, objective and desired outcomes been clearly articulated?
- Who will be impacted by the program?
- Have the stakeholders been identified?
- What are the anticipated benefit areas of the program?

Actions and **Responsibilities** at this stage should include:

- Registering the project with the correct governance groups to ensure there is buy-in, key stakeholder visibility and priority allocated.
- Appointing benefits owner(s) and all other benefits related roles.
- Assessing if the right people have been engaged and if the list of impacted stakeholders has been verified, both in a benefits scenario and generally.
- Confirming team members undertaking the work understand the outcomes and expected benefits of the project/program.
- Confirming key stakeholders' expectations are clearly articulated and that the project team have not made assumptions.
- Scheduling regular benefits meetings, or incorporating them as part of a broader standing agenda.
- Consider establishing a peer-to-peer benefits group to learn from others. This could be a regular event or a one off event.

Products from this phase should include:

- **Benefits Realisation Strategy**
 - This could be incorporated into the Business Case.
 - First draft of a Benefits Map, a visual of how project/program deliverables link with business objectives.
 - Benefits Distribution Matrix, a list of stakeholders positively and negatively impacted by the project/program.

Phase 2: Plan

The **Plan** phase develops the initial findings from the **Understand** phase into a benefits plan. The **Plan** phase defines how the impact of the project or program will be measured, what the benefits target are, how data will be collected, who the benefit owners are, and what activities need to be planned to realise the benefits.

Strategic questions to be answered in the **Plan** phase:

- What type of benefits will the project or program realise?
- Can the benefits be measured?
- What are the measures and data source?
- Who should be responsible for realising each benefit?
- Have the baseline data and targets been agreed with benefit owners and if there is any work required to create baseline data?
- Are there any risks relating to either the forecasting of benefits or delivery failures?

Actions and **Responsibilities** at this stage should include:

- Asking team members to reflect back on whether everyone accepts and understands their role in realising the benefits.
- Directly asking if key stakeholders' expectations are clearly articulated.
- Review whether there is consistency of language, terminology and a shared understanding throughout all documents and communications across the business and team meetings.
- Reviewing and incorporating lessons learned from previous internal and external projects.
- Consider externally validating if risk mitigation is adequate.
- Scheduling the development of case studies as benefits are achieved.
- Provide training and upskilling opportunities to team members in benefits management.
- Consider whether the benefits monitoring and activity is proportionate to the amount of time, money, resource and activity being spent on it so adequate quantification can be undertaken.

Products from this phase should include:

- **Benefits management plan**
 - Benefits profiles, a description of each benefit, dis-benefit, how it will be realised and measured.
 - Benefits register, a list of the planned benefits used to measure and communicate the delivery of benefits throughout the duration of the project or program.
 - Finalised benefits map of how project activity will produce outcomes.
 - Note; most projects or programs of work would include a Benefits Management Plan however, if it is a project it may be included in a Project Initiation Document or an equivalent document.

Phase 3: Monitor

The **Monitor** phase establishes the ongoing monitoring and reporting of benefits beyond the life of the project or program into the business operations of the organisation. Reporting should commence as soon as delivery commences. Initial reports should focus on progress in achieving intermediate outcomes of the program; for example, new capabilities successfully delivered, or change outcomes achieved. This will give an early indication on the likelihood of program outcomes being achieved and inform if any corrective action is required.

The **Monitor** phase continues over the life of the project or program, and beyond the completion of delivery. Strategic benefits are usually realised well beyond the delivery life-cycle. This phase does not end until the benefits have been realised, which may be several years, with the responsibility for ongoing management and reporting to be handed over to the usual business operations of the organisation and embedding either dedicated staff or the roles when planned.

Strategic questions to be answered in the **Monitor** phase:

- Have any quick wins been realised and documented, has this success been shared with key stakeholders?
- Has progress been reviewed against the original business case?
- Has anything changed, such as project or program scope, organisational structure, or external factors, that will impact the realisation of benefits?
- Has an effective and sustainable monitoring, analysis and reporting process been established? Or has data capture and analytics on benefits been embedded into the system with the capability to access, interpret, analyse and report upon and use data?
- Do benefit reports meet the needs of different stakeholders?
- Are the responsibilities for ongoing managing and reporting documented in the benefits plan?

Actions and **Responsibilities** at this stage should include:

- Measuring if the project or program is on track against the original benefits baseline, noting this should be ongoing.
- Testing if the right measures are in place or do they need readjusting.
- Review if the data quality is of a good enough standard to provide meaning.
- Assess whether the benefits are easy for the team to measure or if the process can be streamlined.
- Assessing if there are any wins, or positive interim measures that can be shared internally and externally.
- Developing case studies to highlight the benefits achieved.
- Directly asking if key stakeholders' expectations are being met and how it can be pivoted.
- Asking if benefit reports are detailed enough, is the frequency right, are the right people reading and understanding and providing feedback on the report?
- Reviewing whether the team involved is still the right people and taking on board any feedback and recommendations from the people doing the work.

Products from this phase should include:

- Benefits register
- Updated benefits status reports, or include this in a project status report
- Benefits management plan

Phase 4: Evaluate

The **Evaluate** phase identifies learnings from the program to inform the strategy going forward. The findings from this phase will inform decision making on whether a more in-depth review is required, or if project or program improvements or corrective action is needed. Depending on the governance and reporting arrangement of each agency, these findings could be documented in a “business case variation report” or “lessons learned report”. The benefits register should be reviewed to compare the data collected on actual performance with the baseline data and forecast targets. An agency could opt and pay for an independent benefits assurance report as part of an external validation of the benefits realised. Given that some benefits will not be realised until long after the completion of the project or program, the evaluation stage will run until there is agreement to close all the benefits with no further action.

Strategic questions to be answered in the **Evaluate** phase:

- Were project or program outcomes realised?
- Do the benefit management deliverables provide sufficient evidence to evaluate the project or program benefits?
- Has the transition to business as usual been managed?
- Did stakeholders realise the benefits they expected?
- Has progress towards the vision/end state been reported against?
- Have lessons learned been captured and communicated?

Actions and **Responsibilities** at this stage should include:

- Formally close the benefits monitoring of the project or program and cease scheduled meetings. An evaluate phase could run (maybe an anticipated benefit snapshot taken) as part of the formal closure.
- Present findings at Executive level, potentially as part of weaving into everyday benefits governance.
- Have the benefit target measures been baselined and captured in a way that provides meaningful value and shows the journey of change.
- Has every team member and key stakeholder had the opportunity to capture their own experience of the project, lessons learned and further suggestions for improvement for other future projects or programs.
- Celebrate success, ensure the benefits achieved have been disseminated to others.

Products from this phase could include:

- Benefits register
- Benefit status reports
- Business case variation report
- Lessons learned report
- Independent benefits assurance report
- Celebration of what has been achieved.

Broader considerations

Challenges, risks and how to succeed with benefits management

The purpose of the Framework is to assist agencies to track, manage and report on realising their benefits. Any risks associated to the realisation of a benefit should be documented in the Benefits Management Plan and a project Risk Register. By considering the risks to benefits, it enables a project or program to develop options to identify and mitigate.

There may be a perception that benefits management is only for large scale projects or programs and “this project doesn’t warrant benefits management as it’s small”; however, the same principles apply irrespective of size.

It is the responsibility of the project or program governance team (board, committee or less formal structure such as a working group) to ensure that monitoring benefits are aligned and allocated to the appropriate business area once a project or program is completed.

What is a benefits forecast and why forecast?

At the start of a project or program, benefits tend to be overly optimistic. A benefits forecast is the assessment of past and current data and assumptions to predict future outcomes. The accuracy or value sometimes becomes the main driving value proposition for a project going ahead or taking priority over another.

Inaccurate benefits forecasting may result in the following risks:

Risks to benefits forecasting	Mitigation strategy
Benefit forecasts normally become more inaccurate towards the end of a project as a project moves further away from the original planning horizon.	If benefits are only accurate for the first 6 months, be upfront and note this. If there is a lower or upper range of what can be realised, include that.
Cost escalation happens in the majority of projects, cost reduction is used as a major benefit normally to gain executive buy-in. Cost under-estimation and benefit over-estimation are sometimes used strategically to gain approval to proceed with a project.	Often the team that writes the initial documents are moved to a different areas of work. The most effective means to counter this is not improved technical methods but strong measures of accountability of senior management to ensure benefit forecasts are not overinflated and delivered upon.
Risk to realising benefits are not understood by the business.	Align benefits risk to the organisational risk management process so that there is continuity across the business which makes it more applicable and understandable business wide.
Double counting of benefits or dis-benefits.	If there are known interdependencies with other programs, projects or areas of the business, these should be captured and managed. This can be achieved by taking a strategic portfolio approach at the governance level.

What is a Dis-benefit?

- A dis-benefit differs to a project risk as it is a negative consequence to the project, whereas risks can be positive opportunities.
- Often project teams are reluctant to be forthcoming with dis-benefits. However, dis-benefits management is invaluable in understanding what stakeholders perceive as negative consequences of change.

Benefits realisation challenges

- Commencing projects and programs without defining benefits and dis-benefits;
- Benefits are not clearly articulated;
- Benefit measures are not available or not accurate;
- Benefits tracking begins after the project/program commences and trying to retrofit governance and reporting;
- Benefits may be realised long after a project or program closes;
- Being unable to attribute a change to one factor;
- As environments becomes increasingly complex it becomes more difficult to attribute benefits to a single initiative;
- Over-simplifying assumptions can lead to faulty analysis of the benefits model, and result in incorrect decisions later;
- Smaller agencies may feel overwhelmed by benefits realisation and may not adopt the principles;
- Change management and benefits realisation complement each other and go hand-in-hand; there needs to be the ability to carry out the change and ensure it sticks.
- It is unclear who the benefits owner is; and
- Benefits forecasts are over estimated due to optimism bias.

A scalable approach to Benefits Management

A common sense approach to Benefits Management is required to ensure the right level of governance, activity and documentation is in place. If there are processes that are already providing value as part of the project management suite of products, don't duplicate for the sake of ticking a box if it's already in place.

Agencies should be looking to create the minimum viable product in order to learn what else needs to be included in future iterations, ensuring it provides value and validates learning. Teams often deliver what they think is the product, irrespective of the feedback received.

Benefits Realisation Governance

There must be clear ownership throughout the lifecycle of the benefits process. Genuine buy-in from senior leadership and the Executive is required to ensure benefits realisation gets the support it needs. During the establishment phase of the program, defining clear roles and responsibilities as to whom is responsible within the Executive is key to benefits realisation.

Roles and Responsibilities in Benefits Realisation⁴

Creating a “RACI” (Responsible, Accountable, Consulted, Informed) helps define the roles and activity at different stages.

- Responsible: this role is responsible for achieving the result of the activity;
- Accountable: this role will be held accountable for the result of the activity;
- Consulted: this role will be consulted in order to agree on the result for that activity; or
- Informed: this role will be informed of progress and/or the outcome of the activity.

		R = Responsible A = Accountable C = Consulted I = Informed				
High level activity/Step		Program Sponsor	Program Manager	Benefits Owner	Benefits Realisation Manager	Program Management Office
Understand	Obtain business context of benefits	A	R	R	C	I
	Develop a benefits realisation strategy	A	C	C	R	I
	Identify stakeholders	A	R	R	C	I
	Identify and agree the outcomes/benefits with stakeholders	A	R	C	I	I
	Organise benefits discovery workshops with stakeholders	A	C	C	R	C
	Identify benefit owners	A	C	C	R	C
Plan	Establish benefits governance	A	C	C	R	C
	Develop a detailed benefits plan	I	C	C	R	A
	Confirm benefit ownership	A	R	C	R	I
	Develop benefit profiles	A	I	I	R	C
	Establish the benefits register	A	I	I	R	C
	Prioritise benefits to enable focus on the delivery of high end benefits	C	C	I	R	A
	Inform the business case	C	C	I	R	A
Manage and Report	Update the benefits register	A	C	C	R	C
	Agree final targets with benefit owners	A	R	C	R	I
	Update the benefits deliverables	I	I	I	R	A
	Review progress against business case/ benefits realisation register	A	I	I	R	C
	Establish a benefits tracking regime and mechanisms outlined in the benefits plan	A	I	I	R	C
	Handover benefits reporting and measurements to BAU team	A	C	R	C	I
Evaluate	Analyse the benefits	A	C	R	R	I
	Hold benefits evaluation meetings with all key stakeholders	A	C	C	R	C
	Conduct post implementation review to inform corrective action	A	I	I	R	C
	Capture lessons Learned to inform continuous improvement	A	C	C	R	I
	Report the results	I	I	I	R	A

⁴ <https://www.finance.nsw.gov.au/sites/default/files/BRMFramework-part3.pdf?>

Key Roles and Responsibilities in Benefits Realisation

Program Sponsor

- Owns the Benefits Plan and is responsible for its adjustment, improvement and delivery
- Leads benefit reviews involving relevant stakeholders
- Approves, along with the Sponsoring Group, all benefits claimed by the program and described in the benefit profiles
- Assigns responsibility for achieving the planned program benefits
- Ensures links are maintained with other programs to maximise benefits

Project / Program Manager

- Delivers the initiatives which enable the realisation of the Benefit Realisation
- Plans on behalf of the Sponsor with the relevant stakeholders
- Ensures any follow-up or corrective actions are taken to maximise benefits opportunities
- On completion of the project or program where a target date for the benefit is in the future, this responsibility transfers to a benefits governance group

Benefits Owner

- Encourages workplace behaviour to support benefit realisation and the identification of additional benefits
- Accepts responsibility for realising assigned benefits
- Identifies and map benefits with the Benefits Realisation Manager
- Identifies how the benefits are distributed between the stakeholders
- Identifies suitable benefit measures and targets with the Benefits Realisation Manager
- Approves the Benefit Profile(s)
- Measures and monitors the progress of realising the benefit, ensuring the Department's Benefit Tracking Register is kept up to date
- Ensures the financial budget planning includes the intended outcomes of the realisation of each benefit

Benefits Realisation Manager

- Owns the Benefits Realisation Management plan
- Supports stakeholders with the implementation of the benefits to align with the program
- Ensures department benefits plans align with the business case
- Produces the benefits register
- Escalates any issues to the relevant stakeholders

Change control within Benefits Realisation

Change requests within a program should articulate how the proposed change will impact on the original benefits that were to be realised. When a change request is raised it should be assessed in relation to the effect to the benefits profile. Following this, the benefits plan and register will need updating and reforecasting. By introducing this kind of approach to change management, it begins to embed benefits management within the organisation at every level. Change control should adhere to six principles:

- Capture stakeholders' requests to make changes to scope;
- Ensure that requests are only approved if viable and achievable;
- Integrate changes into the existing scope;
- Define the organisational change required to convert outputs into benefits;
- Ensure the organisation is prepared to implement change; and
- Implement the change and embed it into organisational practice.

Internal Benefits Reporting

Benefits reporting allows for the monitoring and improvement of initiatives and projects to easily identify what is succeeding, what is at risk, and what requires urgent review.

The tolerances, i.e. the deviation in the expected benefit that's allowed before it needs to be escalated, should be broad enough that they allow for room to move within the measure to not impair the benefit owner, but tight enough so that there is a clear delineation between the different zones. In the same way that managing project risk is documented in the business case and monitored with mitigating strategies, this approach can be extended to include benefits. A simple "BRAG" coding (blue, green, amber or red) keeps it in a well-known format and creates an easy visual to draw attention to the areas where further work is needed.

Internal BRAG reporting example

Blue	The benefit has been achieved and monitoring of this measure is complete
Green	Benefit is tracking as planned
Amber	Benefit is at risk and work is required to get it back on track
Red	Benefit is not being achieved and requires escalation

Benefits Realisation as an organisational change management tool

There is a real opportunity to capture the value in ICT projects and programs. Projects should not be considered finished when initial outputs have been delivered as many benefits are realised over a longer period in time.

Captured benefits that demonstrates long-term effort, has a flow on impact to motivate staff and shows value in the change that they have been a part of.

Positive drivers of benefits as a change tool include:

- Creating a benefits led culture within projects, ICT and organisations generally;
- A learning culture with pro-active activities that identify opportunities to maximise benefits for the organisation; and
- Knowledge sharing, leveraging existing forums and working alongside ICT providers at a whole-of-system level will help to create a benefits culture.

Benefits Realisation Maturity Assessment

A maturity model is a process improvement approach that provides agencies with the essential elements of effective change. A self-assessment is a great place to start for agencies to establish their position.

Where there is low maturity within an organisation, it should not be perceived as a negative, but an opportunity to improve and an area for growth. For agencies who wish to improve their maturity, the first step is assessing where they sit on a maturity model so improvement can be tracked.

Maturity assessments can be quickly and regularly done to track and prove that gains are being made at an organisational level, but should be used as a positive tool to promote organisational growth, as each agency has its own challenges and unique business or service that is being delivered.

A Benefits Maturity Assessment Matrix is at **Appendix A**.

Glossary and benefits technical terminology guide

In benefits management there are specific phrases and meaning given to terms. It is important that when using benefits terminology there is a shared understanding internally as one agency may use different terminology to another. In addition, project terminology overlaps with benefits terminology so it's important that agencies document and have a shared understanding.

This is not meant as an exhaustive list because the definition of a benefit and the supporting documentation should reflect the business and governance and reporting arrangements within each agency.

Terminology or Acronym	Explanation/Meaning
Baseline	A measure of the 'as-is' or 'before' state, prior to implementing a change to derive a benefit. Baseline data is established so that the benefits measurement at a point in time can be compared to the position prior to delivery of new capabilities or outcomes.
Benefit	Value that is created for the project sponsor or beneficiary as a result of the successful completion of a project. Or, a positive and measurable impact of change.
Benefit Distribution Matrix	A matrix mapping the stakeholders to each benefit to understand which stakeholders may be advantaged or disadvantaged by the program.
Benefit Map	A map linking benefits to the primary investment objectives, outlining the cause and effect relationships.
Benefit Manager	Identify, plan and review the expected benefits from the change and project managers who deliver the reliable capability on time and within budget.
Benefit Owner	The person responsible for the realisation of the benefit.
Benefit Realisation Management	The process of organising and managing so that potential benefits arising from investment in change, are actually achieved. It is a continuous process running through the whole project lifecycle and should be the central theme of any change initiative. Benefits realisation is the end product of the implementation of change initiatives.
Benefit Plan	A benefits plan defines the benefits of the overall program and the responsibilities for their realisation, measurement, reporting and evaluating.
Benefits Register	A register encompassing all quantitative and qualitative benefits with details on how each benefit has been determined, the calculation method used, key trigger points and phasing, target dates for realisation, KPI benchmarks and identification of the benefit owner and benefit manager. It can also be called a Benefit Tracking Tool.
Benefit Realisation Strategy	A benefit realisation strategy identifies, at a high level, how benefits are aligned to the organisation's strategy. It describes the end goal and the required direction for the organisation. It is used for communicating expectations and assessing the impact of unexpected changes, both internal and external.
Business as usual	The on-going operational environment.
Business change	A change which is required to support the implementation of an Enabler e.g. new governance, training and communications etc.
Cashable benefits	Cash realising benefits are changes that will directly reduce an organisation's budget either through savings or through additional revenue.
Cost Reduction Benefit	A cost reduction benefit is a previous cost that no longer applies or is reduced year over year.
Dis-benefit	A measurable decline resulting from an outcome perceived as negative by one or more stakeholders, which reduces one or more organisational objective(s). An actual consequence of activity.
Double Counting	Is a term used to describe the situation where the same benefit cannot be claimed by two or more stakeholders (i.e. no double counting).

Terminology or Acronym	Explanation/Meaning
Effectiveness	An outcome type where the degree to which benefit(s) are achieved and the extent to which targeted problems are resolved. Effectiveness is determined without reference to costs and means doing the right or targeted activity.
Efficiency	An outcome type where benefit(s) are achieved and results in doing an activity faster or with less effort.
Enabler	An enabler is something that can be developed/built/acquired normally from outside the environment in which it will be embedded and where the benefits will be realised. Examples include a new IT system and business process.
End Benefit	An ultimate benefit of a program or project.
Evaluation	A rigorous, systematic and objective process to assess the effectiveness, efficiency, appropriateness and sustainability of programs. Often used interchangeably with Benefits Realisation terminology.
Governance Structure	The organisation and processes needed to govern a program or project.
Intermediate Benefit	Benefits which will occur between the implementation of early changes and the realisation of the end benefits (also referred to as enabling benefits).
Measure	A measure is the agreed performance indicator used to contribute to the achievement of a benefit. A measure is calculated from one or many metrics.
Minimum Viable Product	Provide an immediate benefit to users whilst minimizing development costs and using data to add value over time.
Outcome	A result or effect that is caused by or attributable to the project or program.
Program Sponsor	The person who owns the business case and therefore is accountable for realising the benefits.
Risk	An uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives.
Strategic Goals	Describes how an organisation wishes to change in order to evolve and grow.
Target	A target is the agreed, approved 'to-be' result or value that is expected to be achieved as a result of the project deliverables.

Appendix 1

Maturity Level	Benefit Realisation Maturity Matrix						
	Executive Support	Ownership	Governance	Alignment	Management	Measurement	Monitoring & Reporting
Non-Existent	Value of a structured benefits realisation capability is not recognised.	Ownership of realisation of benefits is not clearly assigned.	There is no governance over benefits realisation.	Benefits of a change activity are not identified.	There is no Benefits Realisation Management Plan.	There is no basis for measuring outcomes of initiatives.	There is no monitoring or reporting of the benefit outcomes of initiatives.
Initial	Value of benefits realisation is only recognised by the Project Manager.	Benefits realisation outcomes are the responsibility of individual project team members.	Policies or Frameworks regarding benefits realisation are established and overseen by the project manager.	Benefits are defined as specific project outputs, such as a specific process improvement or localised cost saving. Requirement definitions are oriented to a technical solution.	Benefits Realisation Management Plans are at the discretion of individual Project Managers.	Metrics for measuring benefits and outcomes, and baseline measurements, are at the discretion of individual Project Managers.	Benefits monitoring and reporting is at the discretion of individual Project Managers.
Developing	Value of benefits realisation is recognised at a project perspective	Benefits realisation outcomes are the responsibility of the Project Manager.	Agency has established whole of agency Policies or Frameworks directly supporting benefits realisation, governance of these is a project process.	Benefits are identified and aligned to business unit specific project outcomes. Requirement definitions are oriented to business function specifications.	Benefits Realisation Management Plans are sought by the Program Management Office.	Metrics for measuring benefits and outcomes are agreed with the Program Management Office, and a formal baseline measurement activity is undertaken as a business case or project start-up activity.	Benefits are monitored and reported to the agency's Program Management Office.
Defined	Value of benefits realisation is recognised at a whole of Agency perspective, agency has established an agency program governance capability.	Responsibility for benefits realisation outcomes are assigned by the Project Sponsor.	Governance of whole of agency benefits realisation Policies or Frameworks are coordinated at a whole of agency level, such as through a program management office.	Benefits are identified and aligned to whole of agency program outcomes. Requirement definitions are oriented to organisational business process improvement outcomes.	Agency has a standardised Benefits Realisation Management Plan template that applies to the whole organisation.	Agency has established a comprehensive metrics framework for measuring business performance which forms the baseline against which to measure benefits of any change programs.	Agency has established a benefits monitoring and reporting framework, and benefit outcomes are reported at a whole of organisation level.
Managed	Benefits Realisation is actively promoted at Corporate Executive level.	Ownership of the realisation of each benefit is formally assigned to a member of the organisation's Executive.	Agency has established whole of agency Policies or Frameworks directly supporting benefits realisation that are formalised through an agency executive governance process.	Benefits are clearly linked and aligned to organisational strategic goals, as are requirement specifications.	Realisation of benefits are actively managed and reviewed through the whole investment lifecycle, including during ongoing business operational execution	The agency strategic plan establishes KPI's of benefits to be achieved from strategic change programs.	The agency formally monitors and reports progress against strategic plan outcomes.
Optimised	Corporate Executive sponsors a program of continual improvement of benefits realisation processes and practices.	Corporate Executive has collective ownership of the organisation's benefits realisation outcomes.	Corporate Executive sponsors a program of continual improvement of benefits realisation governance processes.	Corporate Executive proactively monitors the alignment of Benefits Realisation against organisational strategic goals.	Corporate Executive has active oversight of benefits realisation outcomes.	Corporate Executive has active oversight of agency performance metrics and uses this to drive continuous improvement.	Corporate Executive has active oversight of agency benefits realisation monitoring and reporting and drives continuous improvement of the capability.