ONS Candidate Response Rowland

Key points

1. Benefits often thrown over the fence after BC stage
2. Benefit revisions often proposed but then lag
3. Benefit ownership is a real challenge
4. Benefits is a political currency,
5. Benefits typically double counted across areas
6. Causal / SEM modelling / D Separation is the long term aim
7. There is a benefits language, an objectives language, a projects language, and a KPI language

Delivery context

- UK statistics authority five year strategy
  -New version of 5 year plan. Current one here
- Interface with the 2021 census programme (was showing amber in 2019 w IPA)
- ONS Reference data management framework
- make use of any internal tools. such as from ONSDataCampus
- build on best practice for control and reporting, such as (SDG indicators) [https://onsdigital.github.io/sdg-indicators/]

Tool/framework used

APM Praxis

BC stages

• Strategic Outline Programmes (SOPs)
• Strategic Outline Cases (SOCs)
• Outline Business Cases (OBCs)
• Full Business Cases (FBCs).

Benefit application at different project levels

Level	The benefit value chain	The dis-benefit value chain	Attribute	Key management focus
Portfolio	Expected rate of return	Portfolio risk	Correlations and dependencies between projects	Portfolio optimisation
Programme	Benefit	Dis-benefit	Outcomes	Programme benefits
Project	Scope	Risk	Outputs	Project delivery

When I would suggest different Benefit frameworks

Framework	Level	Benefits handling style	Where it works	Where it doesn't
AGILE	Project	Transactional	High prototype surprise factor	High integrity systems / Public Sector
PM BOK	Project	Cost and output templates	Big capital projects	High regulation churn
DFID Log frames	Decade long programmes	Monitoring & Evaluation	Social and coupled outcomes	New sectors
MoV ' (OGC)	P2	Quantifiable outputs	Construction	Strategy still evolving
'Managing Benefits' (OGC)	P3	Mapping	MSP applications	Simple project portfolios
'Logical Model'	Strategic	Back-cast planning	Investment driven	Multiple Geographies
NATO Planning	Operational	Decisive Effect	High tempo	International companies

Key benefit stages

Benefits management is critical because without careful consideration Programmes deliver scope but don't realise actual benefits.

1. Identify the benefits at the portfolio and programme level

2. Map expected benefits to scope

3. Control the delivery of expected benefits via oversight of portfolio and programme delivery

4. Realise the benefits in close working with the business and stakeholder groups.

Stage descriptions and typical actions

One. Identifying the benefits is carried out as part of the portfolio investment cycle or programme start up and benefits are captured within the programme business case. The business case is often based on the HM Treasury 5 case approach and has a strategic section that sets out the benefit gained for the investment required in the programme. All of the strategic outcomes intended for the programme will be in some way closely linked to reaching particular benefit, or to minimising particular dis-benefits.

- agree clear benefits management roles and responsibilities and governance of benefits management

- Identify the functions and stakeholders involved, gather information. Understand and agree required outcomes and Identify strategic drivers

- Identify, define and agree benefits - document the benefits in the business case

- Apply lessons learned from previous projects.

Two. Map Benefits to Scope. To ensure that benefits claimed are achievable, each programme in the portfolio is reviewed to ensure that the scope of their tranches of projects will aggregate to the benefit desired. Scope is reviewed to ensure that it is both necessary and sufficient.

- Identify and model enablers and benefits critical to the realisation process

- Assess the enablers, benefits / negative benefits and outcomes (end benefits) and their linkages

- Agree how benefits will be quantified and measured (KPIs)

- Define measurement techniques to be used for expected benefits.

Three. Control the delivery of expected benefits via oversight of portfolio and programme delivery. This is completed by maintaining oversight of programme and project delivery and tracing the benefits through the dependency maps prepared above. Without mapping it is often all too easy to potentially cut the scope of projects to permit delivery timescales yet find out later that key benefits are now unachievable. New benefits should be identified where possible, particularly where previously planned benefits are at risk of being compromised.

- Develop benefits tracking and reporting

- Manage benefits realisation, conduct regular benefits review to capture progress both in terms of realising those benefits planned for and identification of new ones

- Update business case on an ongoing basis

- Use a scope management methodology to check benefits if scope changes and provide change control for benefits.

Four. Realising benefits is focused on linking between the final commissioning teams within the Programme, the operational staff who will run the changes processes after handover and the stakeholder groups that will benefit from the new capability. Planning for the realisation of benefits starts early in the programme, and it will be delivered by following a pre-agreed benefit realisation plan for each benefit (or collection), where project members, operational staff and user stakeholder groups are co-signees of a benefit profile and are jointly accountable for realising a particular benefit.

- Manage and track benefits realisation for actual benefits

- Define any required business change approach required to support benefits realisation

- Regular benefits management reviews for actual benefits delivery, report progress

- Develop capabilities in benefits management (for operational line managers).

Typical benefit actions per stage

Step 1	Step 2	Step 3	Step 4
Identify the benefits	Mapping expected benefits to scope	Controlling the benefits	Delivering the benefits
Establish the functions and stakeholders required for expected benefits delivery	identify and model enablers and benefits critical to the realisation process	develop benefits tracking and reporting, tailored to each project/ programme	Establish the functions and stakeholders required for actual benefits delivery
Gather information from identified functions and stakeholders	assess the enablers, benefits / negative benefits and outcomes (end benefits) and their linkages	conduct a benefits review, regular enough to capture progress both in terms of realising those benefits planned for and identification of new ones	set a benefits management framework
Understand and agree required outcomes	will use a simple benefits dependency network tool	'manage benefits realisation' for expected benefits	develop benefits tracking and reporting tailored to each project/ programme
Define and agree benefits to align with organisation / stakeholder objectives, for balance of benefits which is acceptable to everyone		Regular benefits management reviews for expected benefits	develop the benefits realisation strategy and plan
	Agree how benefits will be quantified and measured (KPIs)		'manage benefits realisation' for actual benefits
Agree clear benefits			

management roles and responsibilities, and governance of benefits management		Update business case on an ongoing basis?	'define ongoing benefits realisation'
write the benefits including the business case			define any required business change approach required to support benefits realisation
identify strategic drivers , options to be assessed, methodologies for options analysis, and a base case		Use scope management methodology to check benefits if scope changes and provide change control for benefits	Regular benefits management reviews for actual benefits delivery
identify scope management requirements		Define measurement techniques to be used for expected benefits	Define measurement techniques to be used for actual benefits
apply lessons learned from previous, unsuccessful attempts to build a bridge in a similar area			develop capabilities in benefits management (for testing and commissioning teams and operational line managers)