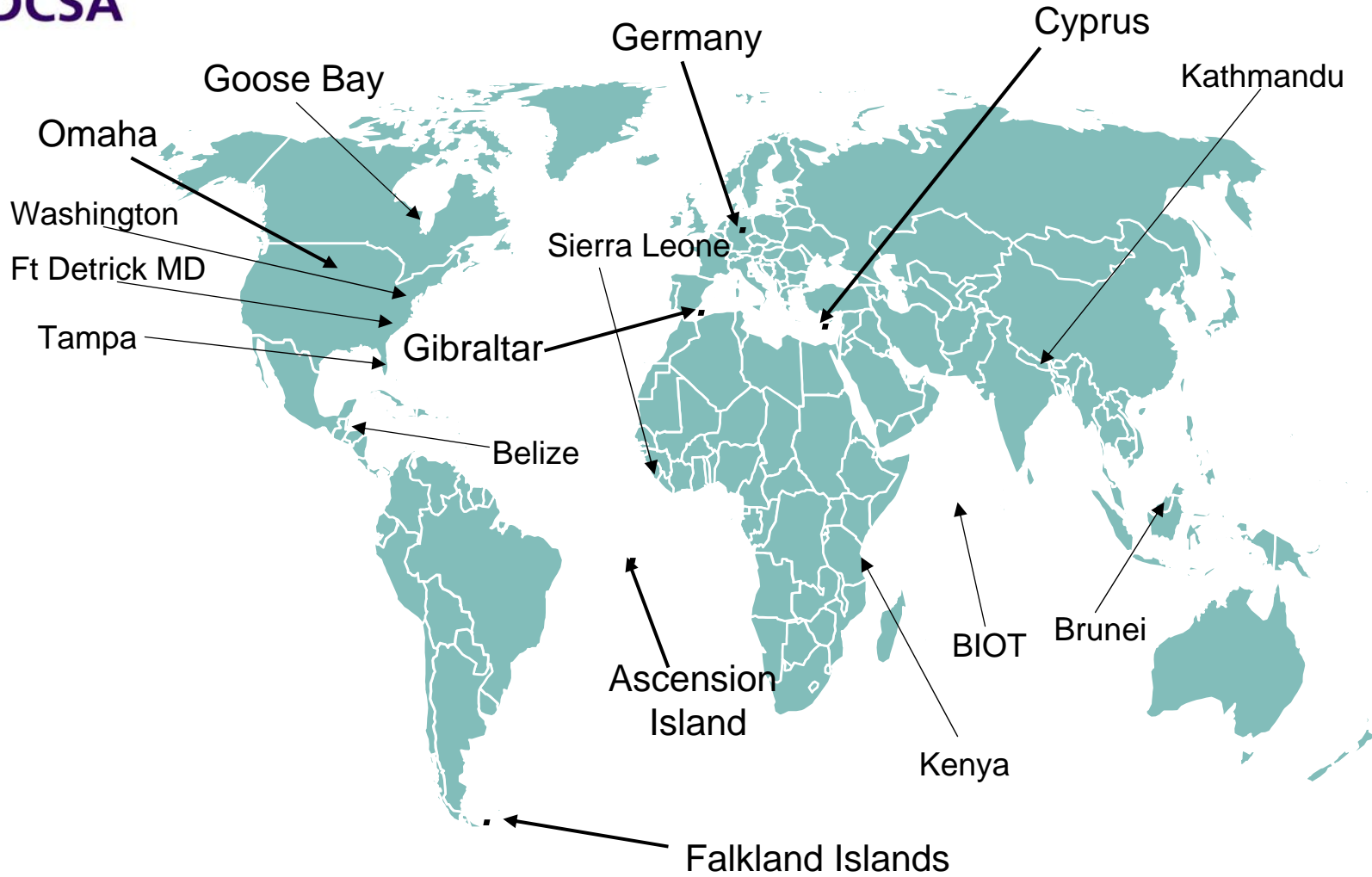


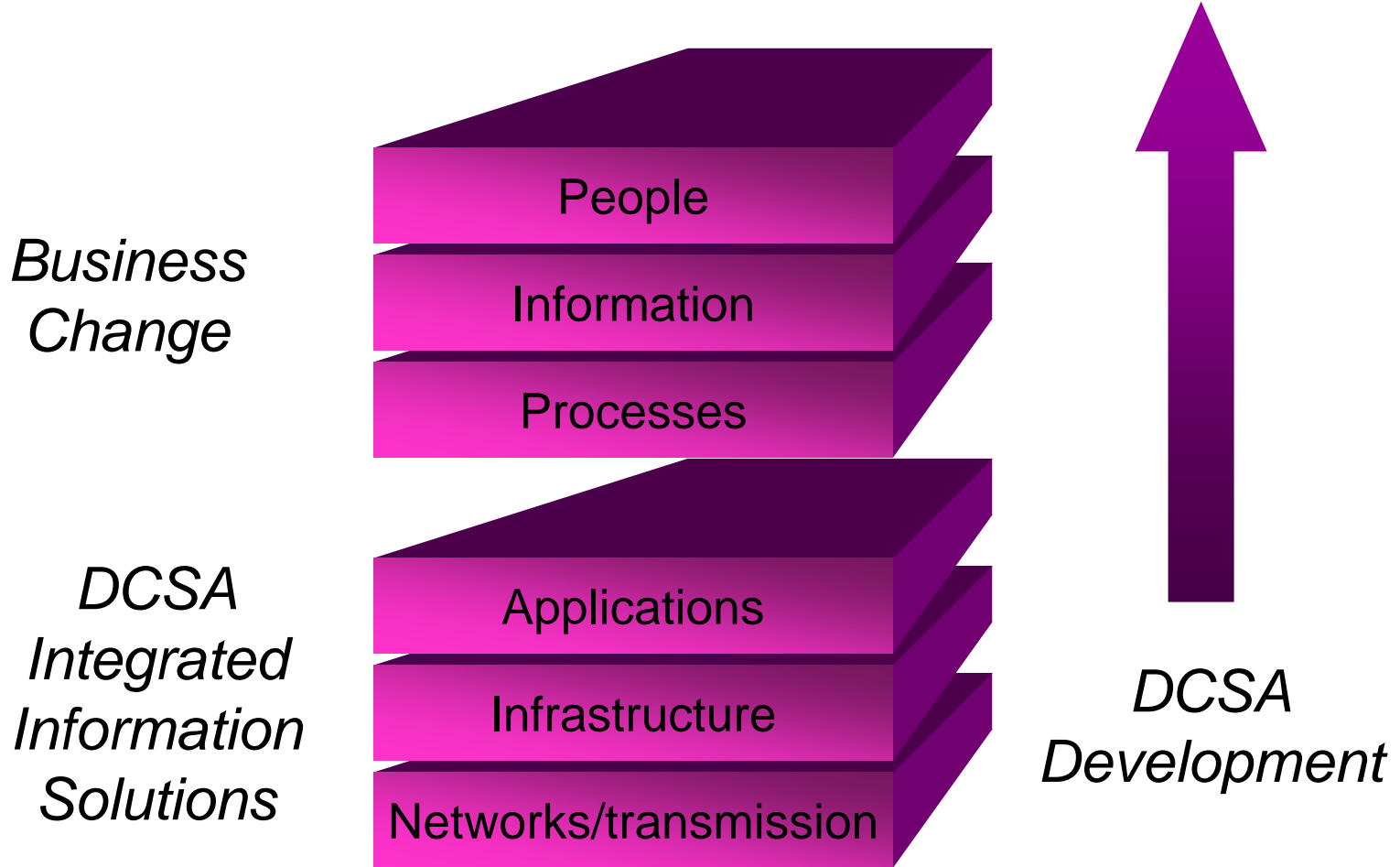
Practical Benefits Management

- The DCSA Framework
- How it works in practice

Sarah Jewell
Hd of Programme Support
Defence Communications Support Agency

Alan Ferguson
Managing Director
AFA





Positive

- Customer need for benefits delivery
- Treasury requirement for projects to understand the benefits they will deliver
- Management need to follow through on the delivery of benefits

Negative

- No Departmental process
- Many different processes evolving – consultancy heaven
- Cultural focus on expenditure management

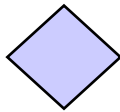
- The trigger for the programme
- Realise Benefits through Change
 - The fundamental reason for a programme
- Change results in outcomes
- Benefits are the quantification of outcome

The quantifiable and measurable improvement resulting from an outcome which is perceived as positive by a stakeholder and which will normally have a tangible value expressed in monetary or resource terms

Benefits Management

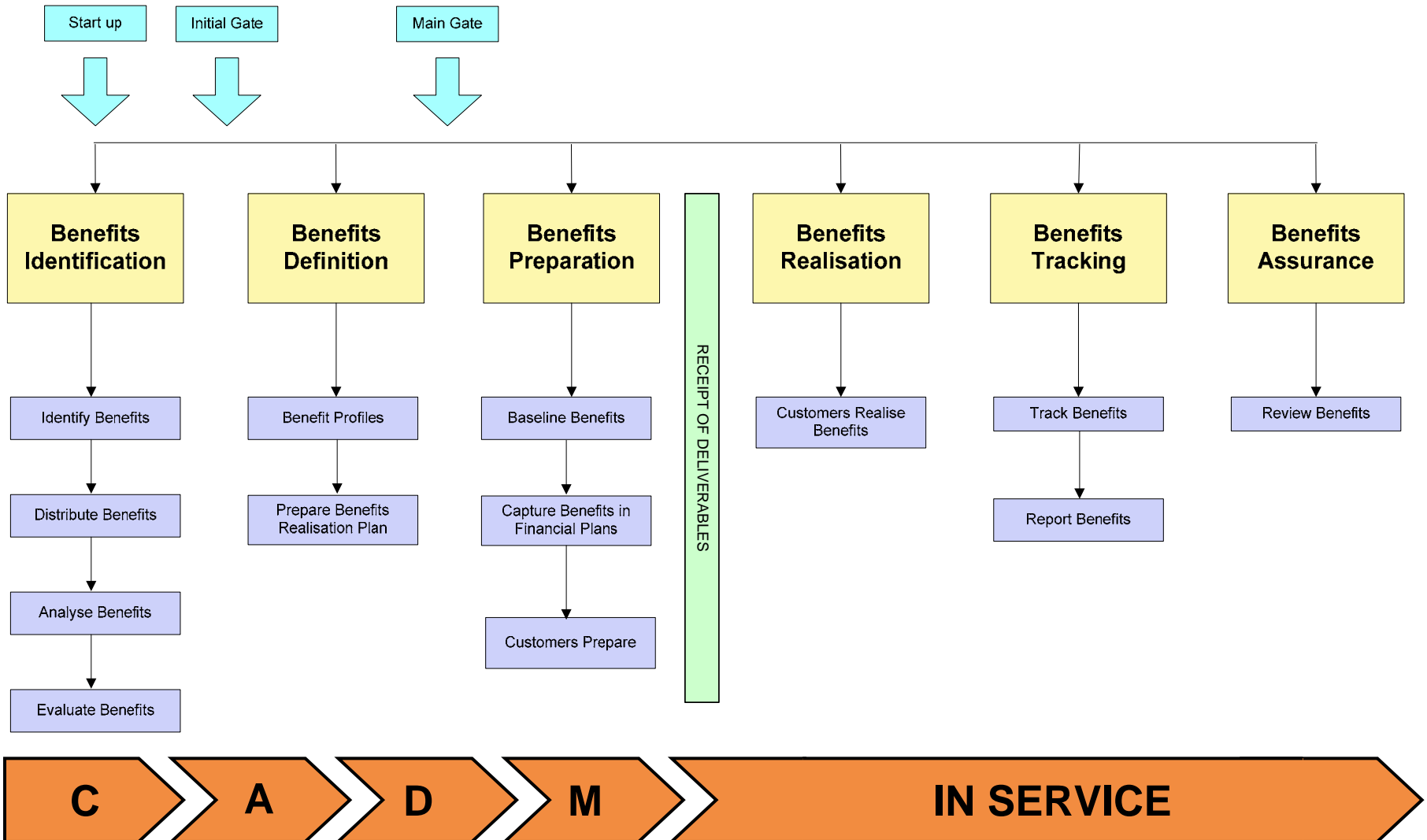


Project



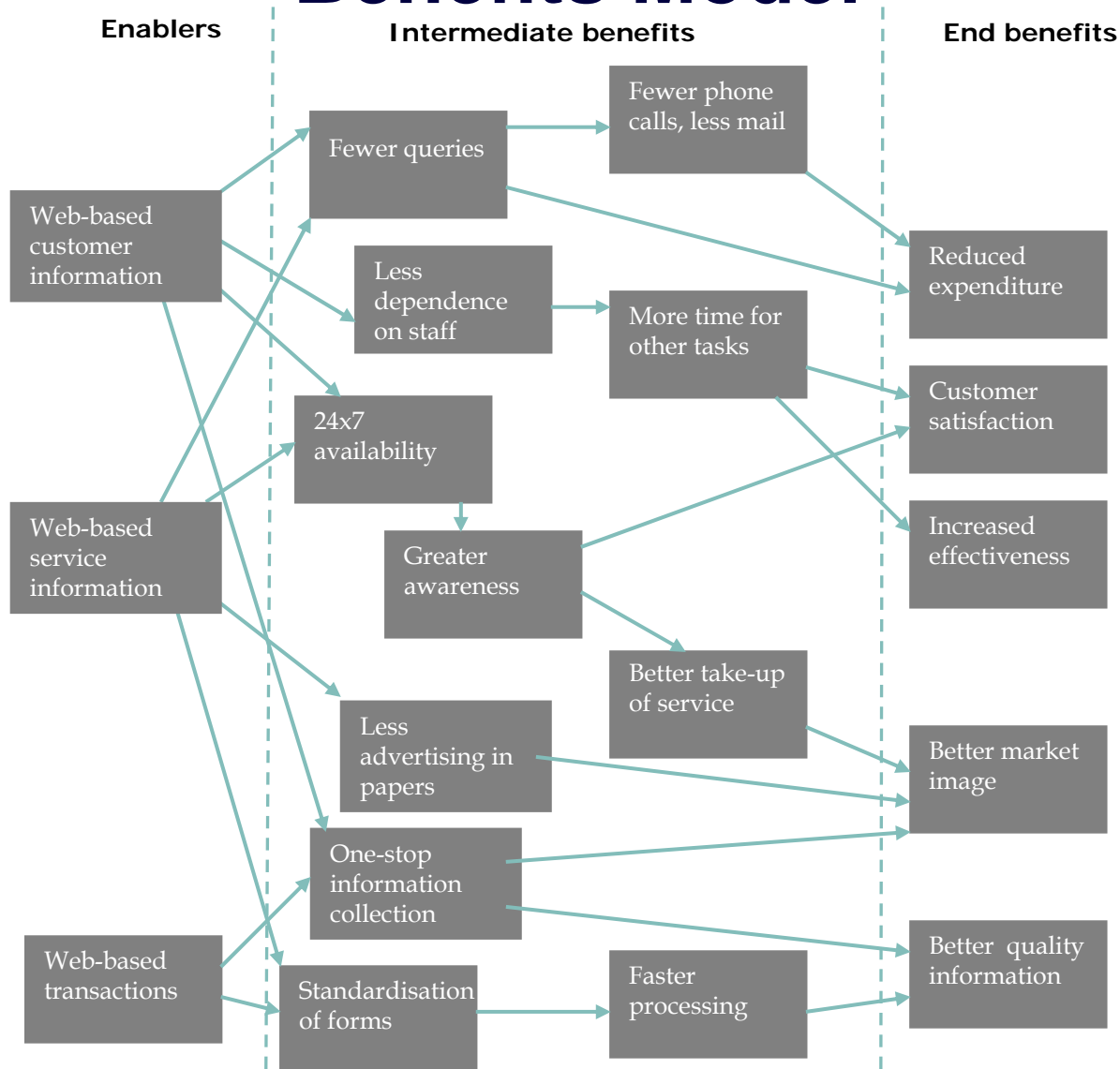
Output

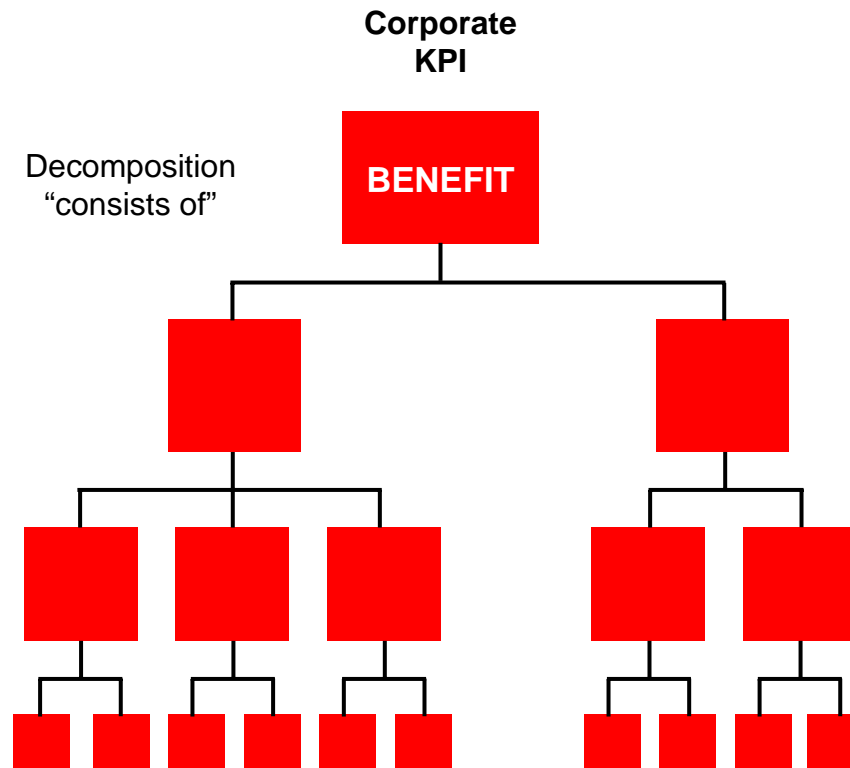
The DCSA Benefits Management Framework



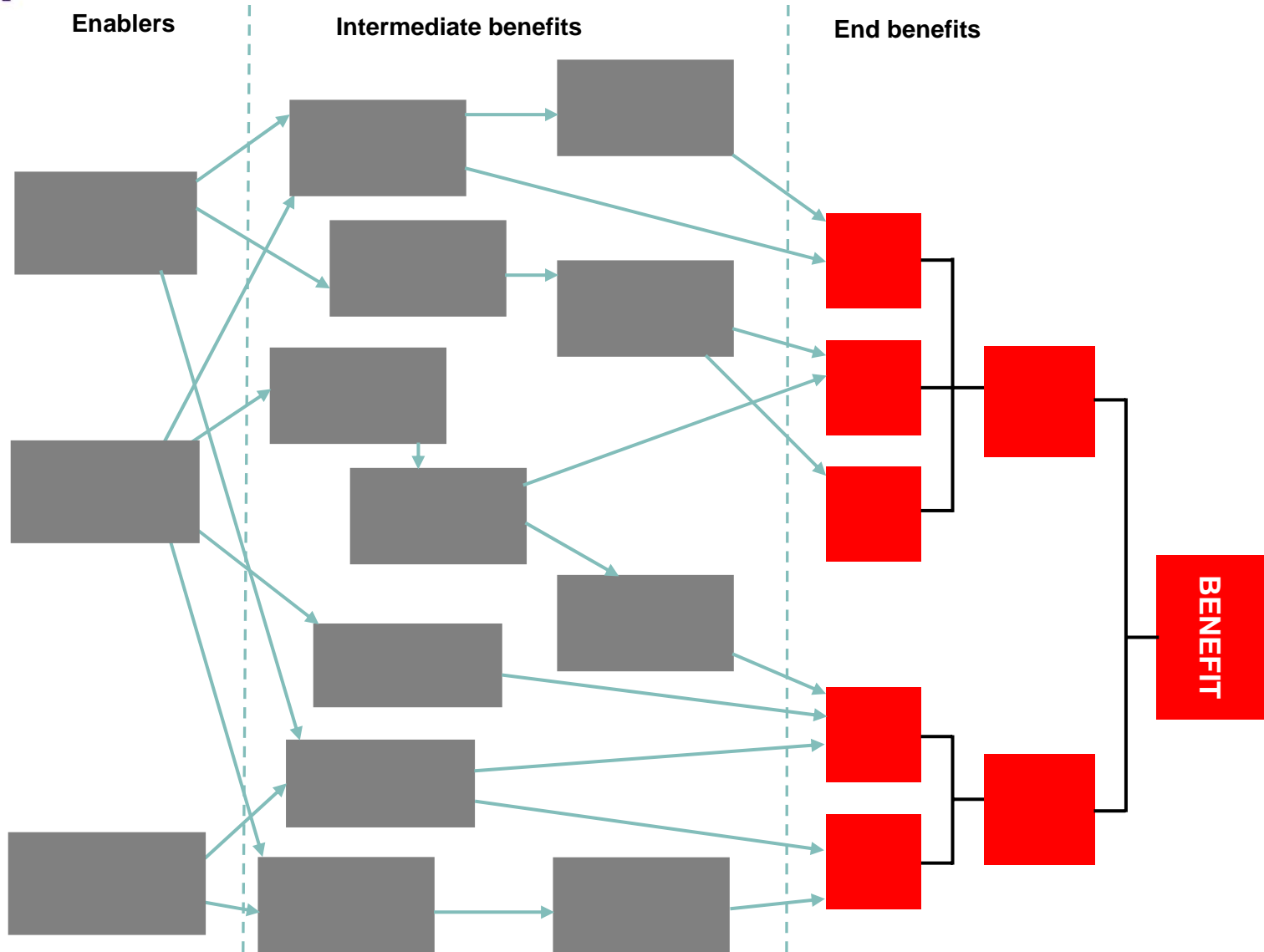
- Applicable to both project and programme level
- Applicable to Change Programme and IPTs
- Enables facilitation of wider business case development
- Simple through life process

Figure 4.4 Example Benefits Model





Benefits Flow and Decomposition



- Impact of the Office of Government Commerce on the delivery of major IT-enabled projects (5 July 2005)
 - Gate 5 (Benefits Realisation) assesses whether the benefits of a project have been fully realised, lessons learned and value for money secured
 - As a discipline, departments should record in their business plans an estimate of when a final review should best occur - in the first instance perhaps 12 months after a Gate 4 review. OGC should make sure that this Gate 5 review has taken place, for example, highlighting overdue reviews to relevant Permanent Secretaries at Supervisory Board meetings

- BM Team work in concert with AFA Trainers/Facilitators
- Event owned by programme/project managers
- Comprehensive stakeholder engagement
- Comprehensive preparation of agenda
- May be part of hybrid training & workshop event
- Dedicated facilitator
- The goal – build consensus

- Outcome
 - The result of change, normally affecting real world behaviours and/or circumstances.
 - Outcomes are desired when a change is conceived
 - Outcomes are achieved as a result of the activities undertaken to effect the change
- In Benefits Workshops
 - Simple but effective outcome modelling
 - Provides comparison with benefits model

DCSA Benefits Realisation Management Project - Lessons Learnt

- ***Should be*** core to good Programme Management
- Senior Management buy in
- Providing support as a service
- Good Communications Strategy
- Customer Participation
- Removing focus from finance

- Benefits Management and Industry Sector Experience
- Tailored Training
- Offline development of BM techniques with Best Practice Community
- Challenge during Framework development