

# **The University of Sheffield (TUOS) Approach to Benefits Management and Realisation (Executive Summary)**

December 2018

# Introduction

This slide deck provides an overview on the approach to benefits management and realisation at TUOS. A more detailed set of guidance is also available

*"If value is to be created and sustained, benefits need to be actively managed through the whole investment lifecycle. From describing and selecting the investment, through programme scoping and design, delivery of the programme to create the capability and execution of the business changes required to utilise that capability, and the operation and eventual retirement of the resulting assets. Unfortunately, this is rarely the case."*

— Association of Project Manager Benefits Management Special Interest Group,

If you have any queries or require any further guidance, please email [scoadmin@shef.ac.uk](mailto:scoadmin@shef.ac.uk)

# What is a benefit

Definition of benefit : “An outcome of change that is perceived as positive by a stakeholder” Bradley

Bradley, G. (2016). *Benefit realisation management*. New York: Routledge, p.viii.

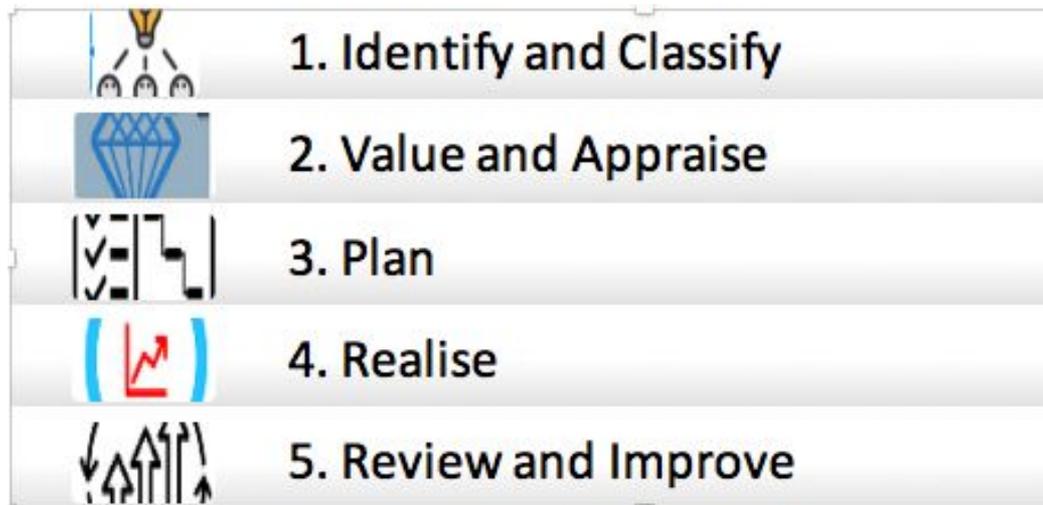
# Our approach

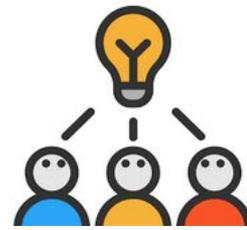
We deliver projects to release benefits into the institution.

This approach:

- ensures that we are clear about the benefits that must be delivered as part of the programme/ project.
- provides assurance to the organisation that the changes delivered by a project are positive and aligned to the project vision and organisation's strategy.
- supports a practical yet robust approach to calculating and measuring benefits.

# Five stages of benefits management and realisation approach





# Stage One. Identify and Classify

**When should this happen?** As part of the preparation of writing the Project Business Case. It will need further validation during the Design phase.

**Why?** Identifying benefits that will be delivered by a project is a fundamental way of prioritising project deliverables and managing how time and resources should be invested into delivering change. It is good practice to identify a range of benefits a project should deliver. It is recommended that benefits from each section of the quadrant should be identified to ensure that a balanced approach to benefits can be realised from the project



Efficiency  
Savings

Cash Savings/  
Income  
Generation



Customer  
Improvements



Organisational  
Health\*

\*This might include: compliance, capability building, equity etc.



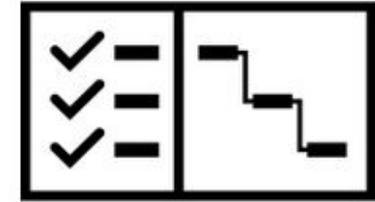
# Stage Two: Value and Appraise

**When should this happen?** As part of the preparation of writing the Project Business Case. It will need further validation during the Design phase.

**Why?** This stage enables senior stakeholders to understand the potential benefits of the project by assigning a level of value and subsequently prioritise the benefits that will be realised by the project, it should be directed by the project design/guiding principles and University's Strategic Plan  
<https://www.sheffield.ac.uk/ourplan/>

A common sense approach to benefits realisation is recommended, do not gather information on every benefit. This stage helps us identify the vital few benefits that will demonstrate success.

# Stage Three: Plan



**When should this happen?** As part of the preparation of writing the Project Business Case. It will need further validation during the Design phase.

**Why?** This stage attributes the ownership of the Benefits Measurement and Realisation Approach (within the project and within the owning service(s)). It will identify how and when baselines and realised benefits will be captured. A clear plan supports the capture of baseline and implementation benefits, ensuring that there is agreement over the calculations that will be used, a clear timeframe for collecting benefits data and that ownership at strategic and operational level is attributed.



# Stage Four: Realise

**When should this happen?** This stage is likely to start at discovery or design stage of the project (for baseline measures) and/or twelve months prior to implementation. Collecting a baseline too early can skew the benefits realisation process. This stage will not be completed until the change is implemented and operationalised.

**Why?** To gain a complete and accurate picture of the agreed benefits that have been realised by the project.



# Stage Five. Review and Improve

**When should this happen?** It is recommended that the review stage happens as each previous stage completes, this helps to ensure that if an activity has been missed. It can be quickly rectified. It should also form a key part of project closure and handover.

- **Why?** To ensure that a robust approach to benefits management and realisation has been built into the project To ensure that ownership of the benefits has been transferred into the business and ensure that a continuous Improvement plan is in place. To ensure that relevant people have the information to support ongoing benefits calculations.

# Roles and responsibilities

Project/Programme Sponsor – Identifying a Strategic Benefits Owner, receive information/updates on the benefits that are measured and realised.

Strategic Benefits Owner –Owns the benefits management process, responsible for ensuring that benefits are measured and realised.

Project/Programme Manager - ensuring that all benefits are reviewed on a regular basis, have clear ownership and that progress is reflected in the risk register and comms plans.

Business Analyst - overseeing/ collating/ collecting baseline data and recording the methodology.



# Example: Student Access to Mental Health Support

Stage	Actions
Identify and Classify	At the scoping meeting for the project a brainstorming session was held to identify possible benefits for the project. These included:
Value and appraise	At the planning meeting for the project, the possible benefits were prioritised. Subsequent Sign-off from Project Sponsor
Plan	The Process Improvement Unit created a plan for collecting baseline data, permission was given to access a number of systems to create the baseline. Timescales were set and responsibility was allocated for collecting the realised benefits data
Realise	At project closure - the service will have been running for one year. The Process Improvement Unit has time set aside to gather the new data set.
Review and Improve	At the project closure meeting, time has been set aside to review the benefits and create a continuous improvement action plan