Benefits Realisation – TGF next steps

As I am coming in to this after a lot of work has been done, and after the initial discussions, I want to check that I have a good understanding of the original intent. I then want to introduce possible areas of expansion to gather views on importance of the topics and possible depth.

The following assumptions have been made:

We are:

* Giving best practice pointers about BRM, with specific reference to a TGF environment.
* Identifying a minimum subset of BRM that needs to be present in a TGF programme, and further items that will add significant value (MUSTS and SHOULDS).

We are not:

* Addressing specific benefits
* Going too far into specific techniques for mapping, evaluation, etc., as these are covered elsewhere, and there are multiple variants.

Proposed developments

The following are the areas where I think we should extend what we currently have in place:

* Benefits terminology – define the minimum subset and include that in the Core Terminology in the Primer. We may also need to acknowledge in there any alternative terminology that is used by existing approaches to Benefits Realisation Management.
* Benefits Realisation Management lifecycle. (Overview level only – the detail can vary between methods.)
* Expand on the relationship between Benefits Realisation Management and the Business Case and Strategy (alignment).
* Principles for development of the benefits maps (common across all current techniques).
* Key attributes of benefits.
* Governance – transition from programme to BAU (tracking and measurement of Benefits Measures often continues for some time after the programme ends).

The following areas are where I am less sure of how far to go:

1. Measures. A great deal could be said about this, and has been elsewhere. How much more should we say here? Possibilities:

* Typology of measures.
* Approaches to baselines.
* Cost of measurement.
* How long to measure.
* Responsibility for measurement.

2. Business change. One of the purposes of drawing maps is to identify the key business changes required as early as possible. How much do we draw this out? What do we say about the planning and management of this, which is critical to the realisation of the benefits? There is a point where we start to leave BRM and move into the territory of Change Management.

3. Roles in Benefits Realisation. (Not so much the benefits specialists themselves, but the roles of people accountable or responsible for benefits, measures, etc.)

4. Stakeholders. BRM is an important tool for communication with some stakeholder groups. TGF has an appropriately wide view of stakeholders; while a programme being benefits-led would impact all of them, not all of them would be directly involved in the process.

5. Benefits Management Strategy and Benefits Realisation Plan. Two key documents programme documents that are commonly accepted as being necessary in most approaches.

MW

18.6.13