Characteristics of benefits management

Summary of characteristics.

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Effective benefits management ensures that projects are not assessed solely on the delivery of outputs, but also on the outcomes, benefits and real-world impact they achieve.

Characteristics of benefits management include the following:

- **Ownership and accountability are clear** – The senior responsible owner is active, engaged and accountable for realising benefits. Governance structures hold people to account.
- **Benefits align with strategic objectives** – Benefits relate directly to organisational priorities and national policing strategies. Investment cases can show how they link to strategic outcomes.
- **Benefits are identified early** – Benefits are identified at the start of a project. Change projects should only be approved once benefits have been identified.
- **Stakeholders are engaged and co-create** – Stakeholders are involved in identifying benefits. Shared benefits are recognised and managed collaboratively.
- **Benefits are clearly defined** – Benefits are specific and measurable. Quantitative (for example, cost savings) and qualitative (for example, improved confidence) benefits are recognised. Benefits are logically linked and mapped to illustrate the pathway from project outputs to outcomes and realised benefits.
- **Measurement is robust** – Projections and baselines are based on robust analysis. Metrics and data sources are defined in business cases. Productivity benefits should be evidenced through the way that released time, capacity or resources are used, whether through savings, reinvestment, increased outputs or improved outcomes.
- **Success requires flexibility** – Benefits planning is iterative and continually reviewed. Emerging or unexpected benefits are captured and tracked. Disbenefits are identified and mitigated.
- **Benefits realisation is an active process** – Benefits delivery is actively tracked through project and/or programme governance. Barriers to realisation are identified and addressed. Benefits realisation is treated as a continuous process.
- **Management extends beyond project closure** – Benefits are monitored post-delivery. Responsibility for ongoing benefits realisation is transitioned to business-as-usual teams. Continuous learning and feedback loops are in place.

Tags

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