Introduction	When do you use this guide?
Benefits must be consistently and appropriately measured to understand and track where and how each benefit will manifest itself. The first thing to work out is what you will measure and the second is when the measurable improvements will occur. Key parts of planning include projecting the effects of the change on performance, putting in place a contingency to cope with any potential performance deterioration and forecasting when and where the improvements will occur. If there is a plan to create a Monitoring and Evaluation Strategy within the economic business case, this should be aligned with the analysis and planning of benefits, as this is a key component of the evaluation plan.	Before using this guide you should already have undertaken the benefits identification and analysis so should have a view of the potential benefits that you may be able to deliver. The benefits map will provide you with a high level plan which is the sequence of events that will be required to deliver the benefit. The analysis will have helped show where the maximum effect can be achieved which will help to prioritise your efforts. This guide will help create the Benefits Realisation Plan which is the aggregation of the benefit profiles into a timetable of when the positive effects will be felt.

Creating the timetable

The benefits will not turn up overnight, therefore reasonable forecasts of where and when they will happen will help to set organisational expectations and appropriate financial planning. As part of benefits identification you created a Benefits Model, which showed the sequence of events that would lead to the achievement of a benefit. The plan is a development of those events into a timetable.

The following headings should be captured in the Benefits Realisation Plan for the programme and/or projects when appropriate.

Benefit milestone	Outcome or capability	Attribution of delivery	Date	Value
These are the events that will be used to track the progress of the business to achieving the benefit. It is most likely that this will be the achievement of an outcome, significant or minor but some value will be released.	This will be the trigger for the benefit milestone to come about, most likely to be a major project output or the achievement of a new capability which enables change to happen.	Person responsible for delivering the change within a group of stakeholders or even a sector. Without this attribution the changes are unlikely to occur.	When the event will happen.	The financial value released by the milestone.

Benefit controls

During the development of the Benefit Profiles and associated information, the following controls need to be baselined, with any changes or deviations being assessed for impact on delivery or an achievement to be identified and reported through the Governance process.

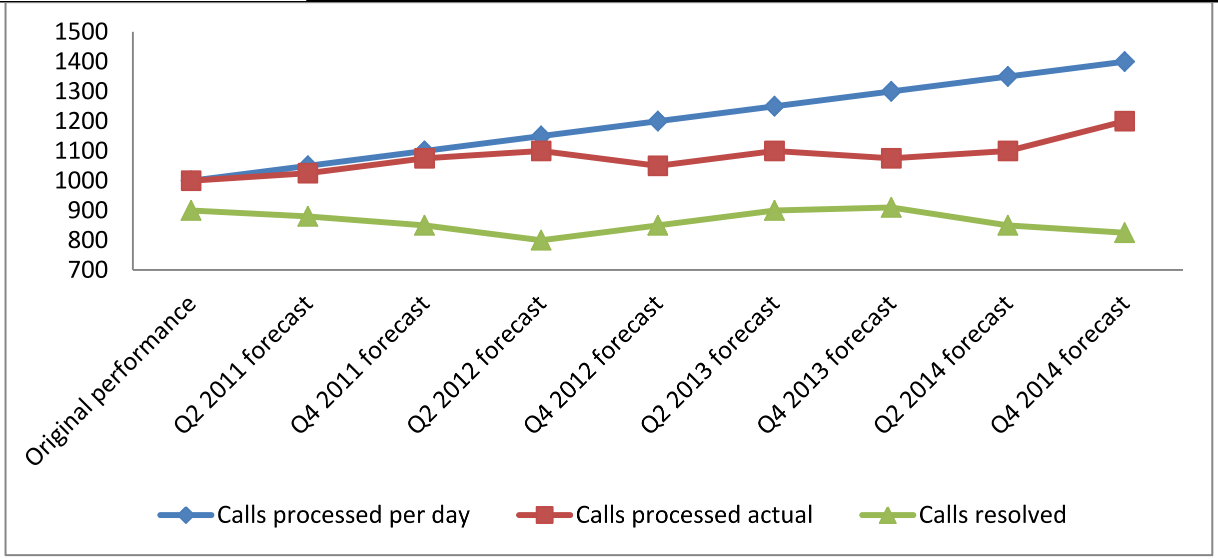
The following are a list of areas that should be considered when establishing the release of the benefit.

• Previous experience and lessons learned • Dependencies on external events and how they are progressing • Risk control within projects to understand the likely effect on benefits, particularly delays or changes of scope which seem minor to the projects but could be major to the benefits • Gate reviews and their recommendations • Control of changes that will undermine delivery of the benefit	• Performance Monitoring of the business or sector for stability and other changes • Performance deviation as the change is being applied • Ongoing availability of the budget to fund the full capability • Stakeholder impact and levels of resistance or support which could affect release of the benefits • Validity of metrics being used and whether more accurate measures can be found

The technique – Benefits tracking

Technique overview	Concept
To track the progress towards the delivery of benefits, a system of tracking needs to be established. The plan should monitor the performance area and track changes and compare them to the forecasted trajectory. The “Benefit Controls” section provides a summary of the areas that could cause changes to the trajectory, understand the implications to the benefit forecast and can provide the critical evidence to understand the rate of change or measure the stability of the environment that the change is being delivered into. Different value types (Economic, Efficiency and Effectiveness) will require different types of indicators - this example of how a benefit could be defined at tracked. It is wise to measure a number of factors that provide a holistic view of the effect of the change. If the measures are too narrow early warning indicators of knock on effects of the change may be missed.	Benefits must be consistently and appropriately measured to understand and track where and how the benefit will manifest itself, so the first thing to work out is what you will measure and the second is when the measurable improvements will occur. This example is for calls being processed by a shared service centre after new technology is introduced to enable the increase in the number of calls that can be handled and a minor reduction in headcount. These statistics not only track the number of calls processed and the number of staff, but are the basis of the benefits analysis to improve efficiency and create lower staff costs and lower call costs which are benefits in themselves. By using holistic measures it can be seen that the benefits are not fully achieved but other factors affect this. The projections below show the anticipated performance changes over a 3 year period. We’ve assumed an average cost per member of staff of £25000 for the calculations.

Benefits indicator	Original performance	Q2 2011 forecast	Q4 2011 forecast	Q2 2012 forecast	Q4 2012 forecast	Q2 2013 forecast	Q4 2013 forecast	Q2 2014 forecast	Q4 2014 forecast
Calls processed per day	1000	1050	1100	1150	1200	1250	1300	1350	1400
Calls processed actual	1000	1025	1075	1100	1050	1100	1075	1100	1200
Calls resolved	900	880	850	800	850	900	910	850	825
Forecast call to staff ratio	33.33	35.00	39.29	41.07	42.86	44.64	46.43	48.21	53.85
Actual call to staff ratio	33.33	34.17	41.35	42.31	43.75	50.00	41.35	45.83	48.00
Forecast total staff numbers	30	30	28	28	28	28	28	28	26
Actual total staff numbers	30	30	26	26	24	22	26	24	25
Costs per call forecast	750	714.2857	636.3636	608.6957	583.3333	560	538.4615	518.5185	464.2857
Cost per call actual	750	731.7073	604.6512	590.9091	571.4286	500	604.6512	545.4545	520.8333

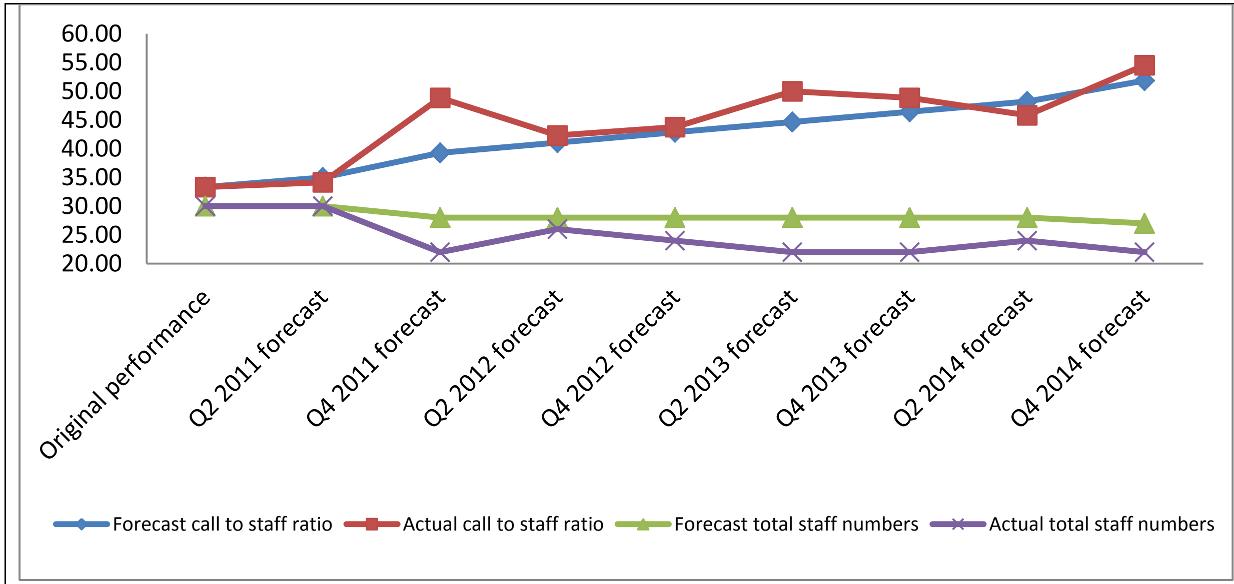


This graph is showing the plan to improve the efficiency of call handling.

The blue line is showing the projected improvements in the benefits profile over the period.

The red line is showing that this has not been achieved however the number of calls processed has increased so performance has been achieved.

The green line is showing that although the calls are being processed the number of calls being resolved has been relatively flat showing that the effectiveness (quality) of the service has been dropping.

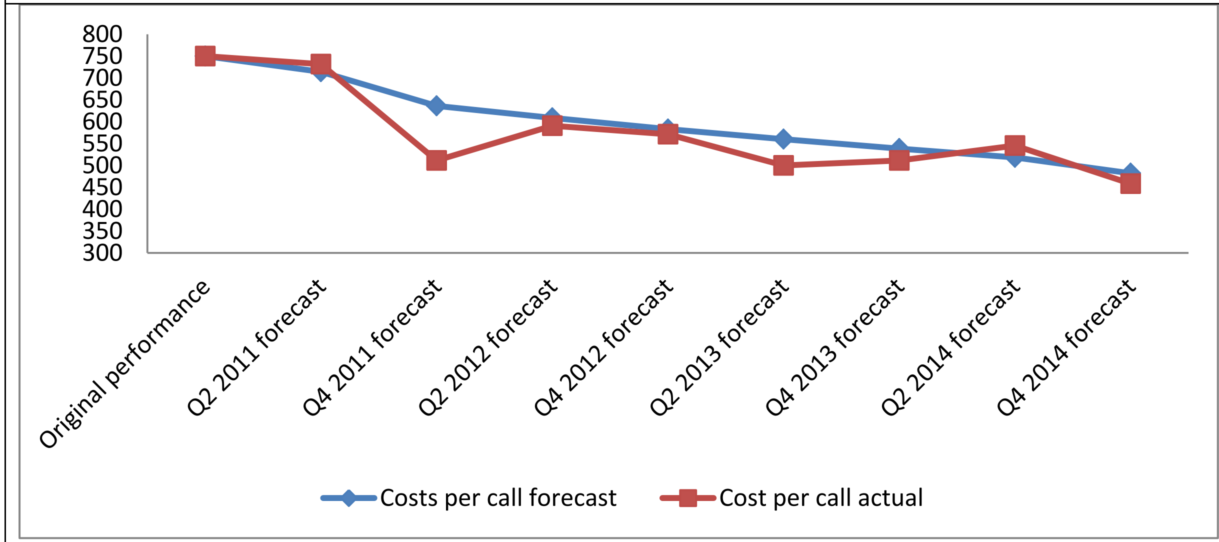


This is tracking staff productivity and the numbers of calls being processed by individuals.

The blue line shows projected performance and the red line shows the actual ratio.

This could be seen as meeting the benefits projections as the calls are increasing however, there is an underlying problem which explains the peaks in performance.

The projected reduction in staff numbers is out of line as actual numbers of staff are less, this could be due to demotivation or disillusionment which could be contributing to the lower call resolution and quality issues and hence this holistic indicator is helping the staff understand the dis-benefits.



The cost per call is likely to be the primary indicator.

The blue line is tracking the forecast and the red line is showing the reality.

As can be seen the call benefit plan is being achieved, as this would be a primary indicator to illustrate the benefit from investing in the new technology.

There are significant unexpected dis-benefits as the quality of service has dropped and increases in staff and recruitment costs from an unstable team potentially resulting from pressure.