# Benefits management BENM

Forecasting, planning and monitoring the emergence and effective realisation of anticipated benefits from projects and programmes.

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| **Guidance Notes:**  Activities may include, but are not limited to:   * implementing a benefits management framework and approach * identifying and implementing the actions needed to optimise the business impact of individual and combined benefits * confirming the achievement of expected benefits * adapting benefits management practices for agile projects * using data-driven analysis for benefits identification, tracking, and reporting * engaging stakeholders to embed a value-driven culture. |

## Level 3

Supports the identification and tracking of benefits for projects and programmes. Collects data to measure benefits realisation.

## Level 4

Contributes to the development and implementation of benefits management plans for projects and programmes.   
Engages with stakeholders to identify and quantify benefits, and to establish metrics and mechanisms for tracking benefits realisation.   
Monitors and reports on progress towards benefits realisation.   
Identifies risks and issues that may impact benefits delivery and escalates as appropriate. Supports the embedding of benefits management practices across the organisation.

## Level 5

Leads activities required in the realisation of the benefits of each part of the change programme.   
Identifies specific metrics and mechanisms to measure benefits and plans to activate these mechanisms at the required time. Monitors benefits against what was predicted in the business case.   
Ensures that all participants are engaged throughout the change programme and fully prepared to exploit the new operational business environment.   
Supports operational managers to ensure that all plans, work packages and deliverables are aligned with the expected benefits.

## Level 6

Works with operational managers to ensure maximum improvements are made as groups of projects deliver their products into operational use.   
Communicates the change programme vision to staff at all levels of the business and keeps a focus on business objectives.   
Maintains the business case for funding the programme and confirms continuing business viability of the programme at regular intervals.