Hunter Chaucer Programme

Benefits Realisation Management Plan

Home Office

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‘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’

Association for Project Management
Benefits Management Special Interest Group

1. Introduction

Background

In January 2016, as part of the HM Treasury (HMT) Spending Review 2015 (SR 15), BFI secured ODA funding of £124.5m over 5 years (FY 2016-17 to FY 20-21) to develop targeting and profiling systems throughout developing countries that qualify for ODA funding. At the time, Project Hunter and Project Chaucer were articulated as separate projects. They continue to be treated as separate Projects for SR15 purposes but both projects are now run as a portfolio of activity called the Hunter Chaucer Programme (HCP).

The HCP captures, reports and reviews benefits realisation through:

- the original aims of Project Hunter and Project Chaucer;
- the key objectives and outcomes expected, expressed as Key Performance Measures (KPM's) and;
- the expected benefits, expressed as Key Performance Indicators (KPI's)

All HCP activities are aligned and geared to these aims, objectives, outcomes and benefits although there will be slight variations between Project Hunter and Project Chaucer.

The relationship between the key aims, objectives, outcomes and benefits for Project Chaucer and Project Hunter are highlighted in Annex 1.

The vast majority of HCP activities are directly related to capability enhancement, delivered through projects. To ensure this capability enhancement is delivered and embedded effectively, it is important that the performance of these projects is measured and it delivers its intended outcomes. Appropriate time must therefore be dedicated to benefits management.

Benefits management is at the heart of delivering projects. It spans the whole lifecycle of a project and review at each stage of the lifecycle provides us with the assurance that the benefits have the best chance of being realised.

This Benefits Realisation Management (BRM) Plan has been produced to ensure that benefits are captured and measured at portfolio and project level, are reported effectively and reviewed at the appropriate times.

The BRM Plan also encompasses and sets out the relationships between:

- the overall aims of the HCP as set out in the Treasury SR15 submission
- the key objectives and outcomes as set out in the Treasury SR15 submission (also identified as Key Performance Measures)
- the anticipated benefits that flows from these key objectives and outcomes as set out in the Treasury SR15 submission (also identified as Key Performance Indicators)

2. Benefits Realisation Management Process

Benefits Realisation Management

Benefits Realisation Management (BRM) is the identification, definition, planning, tracking and realisation of benefits. Within the HC Programme, benefits are realised through stakeholder management and development, requirements capture and the delivery of projects (see below).

Benefits Realisation at Portfolio Level

Benefits Realisation at portfolio (HC Programme) level usually reflect strategically-aligned benefits. Strategy mapping helps ensure that investment decisions and the scope of each project are driven by the contribution of benefits and achievements in capability enhancement

This BRM Plan sets out the processes behind managing portfolio level benefits in Section 3.

Benefits Realisation at Project Level

BRM features throughout all project lifecycles and clear roles, responsibilities, processes, principles and deliverables in relation to benefits realisation are articulated throughout the project cycle

It aims to align customer needs and requirements with outcomes and ensure commitments made by HMG leads to tangible results (see separate guidelines produced for each stage of project delivery).

This BRM Plan sets out the processes behind managing project level benefits in Section 4.

Benefits Realisation Reporting and Review

Reports on benefits realisation are captured monthly by Project Managers and forwarded to the SRO. These are measured against the portfolio and project level benefits delivered to date, comparing the baseline, target and actuals (See Sections 5 & 6)

3. Benefits Management at Portfolio Level

Process

Benefits Management flows from portfolio to projects. At portfolio level, the aims of HCP, its key objectives and outcomes and expected benefits were set as part of the original Treasury submission as part of SR19. Whilst these are tracked at portfolio level, evidence of benefits will flow from a wide number of difference sources.

Typical review of benefits at portfolio level takes place at Board level and are reported on a monthly basis. Benefits are also reported in Board business cases where proposals are put forward in aggregating work under 'Thematics' or entering new territories. The management of benefits at portfolio level must refer to the original overall aims, key objectives and outcomes and benefits set as a baseline in the SR15 submission.

Project Hunter and Project Chaucer were created under similar but slightly different criteria in the SR15 submission so are considered separately below. In Year 3 of the project cycle, the two projects were amalgamated and considered as a Programme (constituting a portfolio of activities delivered over three regions: Americas, Africa and Eurasia).

Project Hunter Aims

Project Hunter (PH) has an overall aim to build international targeting in ODA countries to help deter the movement across national borders of individuals and goods, that would harm their national interests, by enhancing their border control. This is achieved by developing data analysis and targeting capabilities in-country and leveraging other associated Border Force best practices.

Project Hunter Key Objectives and Expected Outcomes

Project Hunter expressed its key objectives and expected outcomes as Key Performance Measures (KPM's) and these were set out in the SR15 submission as follows:

a) After Year One

- delivery of expertise, training and mentoring in the use of existing systems, carrier data/information and intelligence, led to increased border detection and interdiction capability
- use of BF targeting methodologies and expertise led to improved expertise in upstream identification of suspect goods/persons
- closer collaboration between host agencies increased the flow of intelligence and information exchange and operational collaboration

b) After Year Four

- continued and sustained growth in host capability to use systems effectively led to detection and interdiction in illegal goods and people including potential victims of trafficking
- a core level of expertise and capability across host border agencies exists that can be promulgated across the full range of modes and all ports in the host country
- an embedded robust relationship between Border Agencies exists that provides for regular operational and intelligence collaboration to identify mutual threats

Project Hunter Expected Benefits

Project Hunter expressed its expected benefits as Key Performance Indicators (KPI's) and these were set out in the SR15 submission as follows:

Key Performance Indicator (KPI)	Qualitative	Quantitative	Both
An increased capability and capacity to tackle border threats through the introduction and use of targeting and profiling technologies			√
An increase in the quantity of illegal commodities seized		√	
An increase in the number of people intercepted for both immigration and goods offences		√	
A decrease in the number of illegal goods and people seized and detected at UK and EU ports		√	
Evidence of increased operational co-ordination between partners and improved operational methods within host agencies	√		
An enhanced intelligence capability and dialogue between the UK and host countries	√		

Project Chaucer Aims

Project Chaucer (PC) aims to develop West African local law enforcement border control capabilities and better protect their citizens by preventing and fighting organised drugs crime. Through capability-building and mentoring and promotion of best-practice based on BFI expertise and experience in West Africa and the Caribbean, PC focuses on specific

countries where drugs trafficking are a particular issue and looks to build capability to counter this. Work across the West Africa region includes Togo, Benin, Senegal, Sierra Leone and Nigeria but other ODA eligible countries will be identified in consultation with the Department for International Development (DIFD).

Project Chaucer Key Objectives and Expected Outcomes

Project Chaucer expressed its key objectives and expected outcomes as Key Performance Measures (KPM's) and these were set out in the SR15 submission as follows:

a) After Year One

- delivery of expertise, training and mentoring in the use of existing systems, carrier data/information and intelligence, led to increased border detection and interdiction capability
- use of BF targeting methodologies and expertise led to improved expertise in upstream identification of drugs
- closer collaboration between host agencies increased the flow of intelligence and information exchange and operational collaboration

b) After Year Four

- continued and sustained growth in host capability to detect and interdict drugs at the border
- a core level of expertise and capability across host border agencies exists that can be promulgated across the full range of modes and all ports in the host country
- an embedded robust relationship between Border Agencies exists that provides for regular operational and intelligence collaboration to identify mutual threats

Project Chaucer Key Objectives and Expected Outcomes

Project Chaucer expressed its expected benefits as Key Performance Indicators (KPI's) and these were set out in the SR15 submission as follows:

Key Performance Indicator (KPI)	**Qualitative**	**Quantitative**	**Both**
An increased capability and capacity to tackle border threats			√
An increase in the quantity of drugs and other illegal commodities seized		√	
An increase in the number of drugs couriers intercepted		√	
A decrease in the number of narcotics and other illegal goods seized at UK and EU ports		√	

Evidence of increased operational co-ordination between partners and improved operational methods within host agencies	√		
An enhanced intelligence capability and dialogue between the UK and host countries	√		

4. Benefits Management at Project Level

Process

A formal methodology exists for the development of projects within the HC Programme. This methodology incorporates the management of benefits in the key roles and at each stage of project delivery:

Project Sponsorship

The SRO for the HCP has ultimate responsibility for ensuring benefits are realised at project and ultimately portfolio (HCP) level, but they are supported by subject matter experts throughout each of the projects and the associated delivery cycle.

Projects Pre-Delivery

Business Change Managers support the initial stages of any project by identifying the objectives, outcomes and benefits and comparing these with those set by the portfolio level BRM plan and ODA requirements. Through outline and detailed scoping stages, they set the baseline requirements for a project, identify the new or changed capabilities (requirements) necessary to realise the benefits and develop the project level benefits plan*

* a project level benefits plan is unlikely to be a separate document for work under £100k – benefits would be identified as part of the project documentation, i.e. business cases and gate approvals.

Projects Post-Delivery

The appointed project manager takes the project level benefits plan at pre-delivery stage and updates this plan accordingly, working with the SRO. The project manager also has a responsibility to communicate performance against the portfolio plan and provides the relevant information to do this.

The HCP currently expresses a disproportionate distribution of projects in the £10k - £100k range. A template has been created for work up to £10k but as these are likely to be mainly tactical in nature, it is not anticipated that benefits management is required beyond a simple statement of expected benefits in supporting content.

For work over £100k and for business cases under Thematics or entering new territories (both with established templates), benefits management should be stated as part of the project business case or Board business case and clearly linked to the original aims, objectives and outcomes and benefits at portfolio level.

5. Benefits Reporting

Live Benefits Log

A benefits log template is available for logging all benefits. The benefits log should be used as a live register capable of reporting on a monthly basis (see below) and for annual reports on benefits realisation and achievements.

Monthly Reporting

A report should be produced each month, demonstrating the realisation of benefits to date at project level, country and portfolio level. The data will have sufficient narrative to explain context and rationale and comes from a number of sources:

- discussions with customers as part of their feedback process
- discussions with wider stakeholders, i.e. FCO, NCA, etc
- attribution from successes from other sources
- directly related successes (fed by Project Managers)
- intelligence from the field
- threat analysis reports
- monthly reports from Regional Managers

Whilst information is captured at project, country and regional level, benefits are reported at regional level and form part of the monthly HC Delivery Board dashboard reporting.

Annual Reporting

Benefits realised over each financial year are summarised in an annual report at portfolio level and measured against the original baseline aims, objectives, outcomes and expected benefits set at portfolio level.

The annual review clearly demonstrates:

1. the project, country and region
2. the government department (s) that benefited from the capability enhancement
3. the objectives originally set and the expected outcomes
4. the benefit experienced
5. whether the benefits experienced were through direct intervention or a collaborative effort
6. the evidence that the benefits were delivered, i.e. objective led to outcome led to benefit

6. Benefits Baseline Review

Review of the Baseline

It is reasonable to assume that, for programmes that extend over long periods, changes to the stated aims, objectives and outcomes can take place and have a material effect on the benefits and the BRM plan. Examples of how benefits can become misaligned include:

- changes in ODA target country status and prioritisation, i.e. DAC list of ODA recipients is reviewed every 3 years (next review is in 2020)
- strategic alignment within HMG, i.e. threat changes identified in ODA recipient countries
- changes in legislation,
- issues with operating in existing or proposed territories

It is important that the BRM plan is kept up to date and that established benefit management processes are flexible enough to react to changing circumstances. Any newly identified benefits must be assessed and appropriate ownership and action planned.

The SRO should ask the benefits lead and project managers to take time to review the effectiveness of the BRM plan for the programme. It may be possible to analyse and uncover why some benefits are successfully achieved and others that are not and apply the reasoning to adjust and improve the chances of achieving subsequent benefits.

Benefits realisation includes periodic reviews. These involve reviewing benefits realisation progress and summarising the the total benefits realised. Reviews must be undertaken frequently enough to enable timely and effective intervention to be undertaken should it be required but without causing unnecessary administrative overhead. When a scope change is identified, the effect on benefits needs to be considered.

Minor reviews are taken throughout the life of the programme (monthly and annually) but a major review of the original portfolio baseline should be undertaken around the middle of the programme to assess changes that have or need to take place.

This is led by the SRO and reviews the original:

- overall aim
- objectives and outcomes
- anticipated benefits
- strategic alignment

It may be necessary to re-set the baseline in line with these changes, so it is important to:

1. capture the benefits achieved under the original baseline and producing a report
2. formally capture and communicate the reviewed/new baseline in a revised BRM plan
3. ensure the benefits are incorporated in the strategy and governance arrangements and requirements and measured effectively

ANNEX 1 PORTFOLIO LEVEL BENEFITS REALISATION

Overall Aim

Leads to

Key Objectives and Outcomes

Leads to

Benefits

Build international targeting in ODA countries to help deter the movement across national borders of individuals and goods, that would harm their national interests, by enhancing their border control. This is achieved by developing data analysis and targeting capabilities in-country and leveraging other associated Border Force best practices

Key Performance Measures

After Year One

- **delivery of expertise, training and mentoring in the use of existing systems, carrier data, information and intelligence, led to increased border detection and interdiction capability**
- **use of BF targeting methodologies and expertise led to improved expertise in upstream identification of suspect goods/persons**
- **closer collaboration between host agencies increased the flow of intelligence and information exchange and operational collaboration**

After Year Four

- **continued and sustained growth in host capability to use systems effectively led to detection and interdiction in illegal goods and people including potential victims of trafficking**
- **a core level of expertise and capability across host border agencies exists that can be promulgated across the full range of modes and all ports in the host country**
- **an embedded robust relationship between Border Agencies exists that provides for regular operational and intelligence collaboration to identify mutual threats**

Key Performance Indicators

Key Performance Indicator (KPI)	Qualitative	Quantitative	Both
An increased capability and capacity to tackle border threats through the introduction and use of targeting and profiling technologies			√
An increase in the quantity of illegal commodities seized		√	
An increase in the number of people intercepted for both immigration and goods offences		√	
A decrease in the number of illegal goods and people seized and detected at UK and EU ports		√	
Evidence of increased operational co-ordination between partners and improved operational methods within host agencies	√		
An enhanced intelligence capability and dialogue between the UK and host countries	√		

ANNEX 2 PROJECT LEVEL BENEFITS REALISATION