

# Successful Benefits Management

Delivering the benefits of your projects and programmes

Northern Ireland Science Park, Belfast

28th November 2007



A joint All-Ireland seminar organised by

Supported by



**Deloitte.**

# Successful Benefits Management

## Delivering the benefits of your investment in projects and programmes

### Benefits Management

Project and Programme Management tools and techniques have been available for many years and have become widely used within organisations. They assist the Project/Programme manager and the wider organisation to deliver structured change through effective management control.

Traditionally, the success of projects and programmes has been evaluated using formal investment appraisal techniques and Post Implementation Reviews. Whilst the Post Implementation Review attempted to measure the success of the project/programme through achievement of benefits it did little to ensure that benefits were planned and managed from the outset.

A much newer and more effective approach is a formal Benefits Management. It quantifies and measures improvements to 'business as usual' that result from the investment in a project or programme. Collectively, these benefits are a single measure of the success of the investment in change.

Benefits Management is a partnership approach involving the project/programme and the 'business as usual' side of an organisation. Successful managers need to develop additional competencies to ensure that benefits are carefully managed from the outset of a project or programme until realisation of the last benefit.

Most large organisations across Ireland have a Portfolio (the total set) of projects and programmes creating the need to manage the overall Portfolio of Benefits. This Portfolio of Benefits needs to be coordinated and monitored against business strategy and corporate planning. Directors and Senior Managers need to develop new skills to ensure that the organisation successfully manages its investment in the portfolio of benefits.



### **Benefits Management within Ireland**

There is significant investment being made in projects and programmes across Ireland, both South and North, involving both the Private and Public Sectors. The key challenge is for managers to ensure that Benefits drive the approach to Project, Programme and Change management.

The Northern Ireland Government is investing in a multi-billion pound Reform Programme to realise significant benefits across Central, Health, Education and Local Government. The Construction sector across the island of Ireland is investing in infrastructure and buildings projects resulting in large-scale monetary and socio-economic benefits.

There is significant investment being made in the Pharmaceutical, Technology, Utility and Construction sectors across Ireland. This seminar aims to bring together thinkers to critically examine the key issues in benefits realisation across all-sectors.

### **Successful Benefits Management seminar**

This all-Ireland seminar has been jointly organised by the Northern Ireland Branch of the Association for Project Management (APM) and the Irish Chapter of the Project Management Institute (PMI). It is supported by Deloitte, leading business consultants and will examine the key issues in benefits management affecting Project, Programme, Change and Business Managers across Ireland.

The seminar will focus on best practice in benefits management and will include a number of interesting and insightful case studies. The latest international thinking will be provided by keynote speaker Tim Parr, UK Lead Partner in Programme Leadership at Deloitte and co-author of the book 'Enterprise Programme Management'.



# Programme

**10:45**      **Registration & Coffee**

**11:00**      **Chairman's Introduction**



**Des Clayton**  
**Former Chairman (NI Branch) – Association for Project Management**

Des has been a partner at Knox and Clayton Architects for 20 years and has extensive experience in Project and Programme Management. He has operated in Project Manager, Project Architect, and Project Partner roles in a variety of projects ranging in value to £40m. These projects include co-ordination and management of option studies, feasibility reports, investment appraisals, public enquiries, through life costing, value management, refurbishment and new build projects across a range of procurement routes.

**Welcome – President Irish Chapter of PMI, Armin Hamidovic**

**Welcome – APM NI Branch Chairman, Martin O’Kane**

**11:15**      **The importance of the stakeholder**



**John Keenan**  
**Director of Strategy and Corporate Development, IT Alliance Group**

John is the Director of Strategy and Corporate Development for the I.T. Alliance Group in Dublin where he is also a non-executive Director. He has over 20 years experience working with large organisations on pan European and Global solutions encompassing ICT strategy development, application development, outsourcing and data centre consolidation. He is a business focused technologist with extensive international experience of delivering complex multi disciplinary programmes of work.

**11:50**      **Delivering benefits through effective Project and Programme Management**



**Tim Parr**  
**Lead Partner, Deloitte UK Programme Leadership and co-author of the book Enterprise Programme Management**

Tim leads Deloitte’s UK Programme Leadership Practice and is based in London. He has over 20 years’ experience working for leading ‘blue chip’ companies in industry and public sector organisations. During this time, he has been influential in developing approaches to Programme Management and the delivery of large scale change and capital projects in complex organisational and political environments. His experience includes time working for London Transport, the DTI, Deutsche Bank and News International. Tim is the co-author of the book, Enterprise Programme Management, published by Palgrave Macmillan. The book considers the challenges of delivering programmes and projects in complex organisational environments.

**12:30**      **Lunch**

**13:30**      **Case study: 'Records NI – Electronic Document Records Management (EDRM) benefits management'**



**David Crabbe**  
**Head of Information Management Unit, Northern Ireland Department for Regional Development**

David has responsibility for all aspects of document and records management across the Department for Regional Development. His role includes managing the implementation of a corporate EDRM project, 'Records NI' across the Department. Records NI is the largest Public Sector implementation of an EDRM system worldwide and an exemplar approach to benefits realisation across the Northern Ireland Civil Service.

**14:05**      **The link between benefits and the business case**



**James Gilchrist**  
**Deloitte, Belfast**

James is a manager with Deloitte in Belfast with over 10 years experience developing business cases in relation to a wide range of often large, projects and programmes. He is recognised as an expert in Northern Ireland on value for money and affordability having worked with many cross-sectoral projects and programmes.

**14:40**      **Managing the portfolio of benefits across an organisation**



**Bill McCluggage**  
**Director, Delivery and Innovation Division (DID)**  
**Northern Ireland Department of Finance and Personnel**

Bill has been Director of the Delivery and Innovation Division (DID) in the Department of Finance and Personnel since April 2006. He joined the Northern Ireland Civil Service as Director of e-Government within the Office of the First Minister and Deputy First Minister (OFMDFM) in 2003. He is also the Northern Ireland Civil Service representative on the UK Government's Chief Information Officer (CIO) council. Bill is a Chartered Engineer and Member of the Institution of Engineering and Technology.

**15:15**      **Questions and answers/Panel discussion**  
**Chairman's concluding remarks**

# Who should attend the Benefits Management Seminar?

The seminar will be of interest to a wide range of Project, Programme and Change Management professionals across both the public and private sectors including:

- Projects Managers.
- Programme Managers.
- Business Change Managers.
- Chief Executives.
- Finance Directors/Managers.
- Strategic Planners.
- IT Project Professionals.
- Business Managers involved in projects and programmes.
- Services Organisations.
- Private Sector Contractors.

## Benefits of attending

Delegates attending the seminar will get an insight into benefits management including:

- the latest thinking on Benefits Management across the Public and Private sectors.
- the link between effective Project and Programme Management and successful benefits realisation.
- the importance of Benefits Management to successful Change Management.
- a number of useful case study exercises.

## Registration

Places are limited and will be allocated on a first come first served basis. To book please contact Kirsty Irwin/Leslie Warren at the APM Branch Secretariat from Northern Ireland: 028 3839 1333 or from Southern Ireland: 048 3839 1333 or email [apm-ni@btconnect.com](mailto:apm-ni@btconnect.com)

You can also book online at [www.apm.org.uk/northernireland](http://www.apm.org.uk/northernireland)

Cost – £35 + VAT for individual members of the APM or PMI.

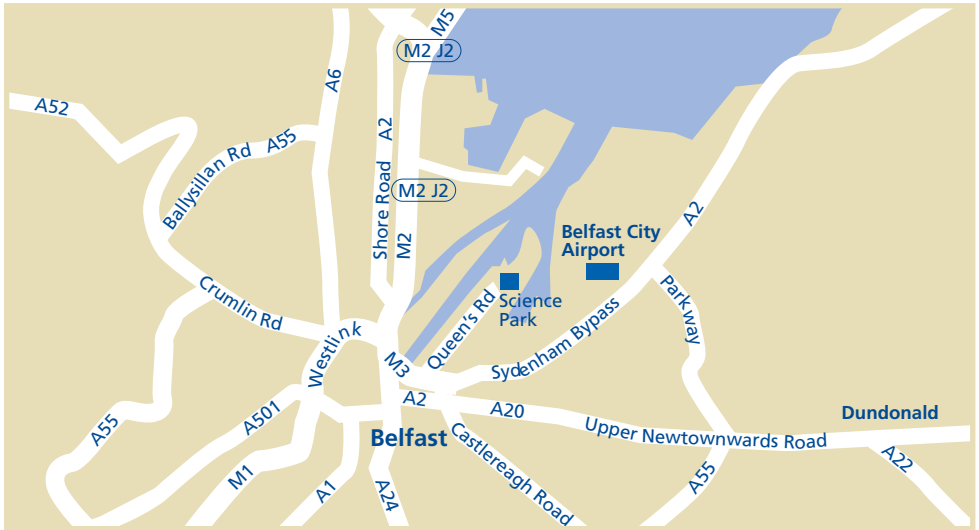
£65 + VAT for non-members.

Attendance at this event will entitle APM members to claim 2 units towards their CPD and PMI members to claim 4 PDU's.

Bookings are non-refundable after Wednesday 14th November 2007. For those unable to attend, a substitute delegate can be sent at no additional cost.

# Venue

Northern Ireland Science Park, The Innovation Centre, Queens Road, Queens Island, Belfast BT3 9DT.  
[www.nisp.co.uk](http://www.nisp.co.uk)



## Directions

### From the South:

Continue from the M1 onto the Westlink. Follow the signs to the M3 (City Centre/Belfast City Airport/A2). From the M3 take the Queen's Island turn off. At the cross roads with traffic lights go straight ahead. You are now on the Queen's Road. Continue past the Odyssey Arena's Coach Park and the Innovation Centre is exactly 1 mile from the Coach Park and on the left just before the QUB ECIT building.

### From the North/West:

Continue down the M2 towards Belfast and get into the lane marked 'M3 (Belfast (E) Belfast City Airport)'. This will now take you over the Lagan Bridge. Once on the Lagan Bridge (M3) take the Queen's Island turn off. At the cross roads with traffic lights go straight ahead. You are now on the Queen's Road. Continue past the Odyssey Arena's Coach Park and the Innovation Centre is exactly 1 mile from the Coach Park and on the left just before the QUB ECIT building.

### From the Ards Peninsula/Belfast City Airport:

From the Airport, take the Underpass towards Belfast City Centre. You are now on the Sydenham Bypass. (The Sydenham Bypass (A2) is also the main route into Belfast from the Ards Peninsula and North Down). Exit the Sydenham Bypass at the Dee Street junction (from the right lane) and at the mini roundabout (approximately 25 meters from the junction) turn left. You are now on the Sydenham Road. Continue down the Sydenham Road until you reach the cross roads with traffic lights and turn right at the lights. You are now on Queen's Road. Continue past the Odyssey Arena Coach Park on the left and the Innovation Centre is exactly 1 mile from the Coach Park and on the left just before the QUB ECIT building.

