[Initiative name]

Benefits report

[Click here to enter a Date]

|  |
| --- |
| About this template  Purpose  A benefits report assesses how an initiative is tracking against intended benefits during implementation, using measures and data set out in a benefits management plan. It is tool that can improve delivery of an initiative benefits and inform development of future initiatives.  This template supports the [Benefits Management Guide](https://www.treasury.nsw.gov.au/preview-link/node/14681/3f5aadef-52e5-4dd8-b34f-cc9892aaa6c7). It should be tailored to cost, risk and stage of the initiative.  A benefits report can inform – but does not replace – evaluation. Evaluation is broader, assessing the appropriateness, efficiency, effectiveness and net social benefits of an initiative. For more information on evaluation, see [TPG22-22 Evaluation Guidelines.](https://www.treasury.nsw.gov.au/finance-resource/evaluation-policy-and-guidelines)  When to use  This template is not mandatory, but may be used:   * as evidence to support staged release of funds * as evidence to support carry forward or parameter and technical adjustment requests * as part of routine monitoring * to assess reasons for significant deviations * as supporting evidence for a Gate 6 gateway review (refer to the gateway coordination agency for specific requirements, for example Tier 1 capital projects will need to complete Infrastructure NSW’s benefits realisation report for [Gate 6](https://www.infrastructure.nsw.gov.au/investor-assurance/project-assurance/nsw-gateway-reviews/gates-1-6/gate-6/) ) * at specified check-in periods such as major deliverables or phase completions.   If a benefits report identifies significant variations in benefits, an interim evaluation or new policy proposal may be required.  How to use  Pink boxes provide guidance (instructions, quick tips and checklists) to help you fill out the template. Delete these boxes to finalise the plan.  Related policies and templates   * [Benefits Management Guide (TPP24-31)](https://www.treasury.nsw.gov.au/preview-link/node/14681/3f5aadef-52e5-4dd8-b34f-cc9892aaa6c7) * [Business Case Guidelines (TPG24-29)](https://www.treasury.nsw.gov.au/information-public-entities/centre-for-economic-evidence/nsw-business-case-policy-and-guidelines" \t "_blank) * [Evaluation Guidelines (TPG22-22)](https://www.treasury.nsw.gov.au/finance-resource/evaluation-policy-and-guidelines" \t "_blank) * [Cost Benefit Analysis Guide (TPG23-08)](https://www.treasury.nsw.gov.au/information-public-entities/centre-for-economic-evidence/guidelines-cost-benefit-analysis" \t "_blank) * [First Nations Investment Framework](https://www.treasury.nsw.gov.au/documents/tpg24-28-first-nations-investment-framework) (TPG24-28) * [NSW Gateway Policy (TPG22-12)](https://www.treasury.nsw.gov.au/documents/tpg22-12-nsw-gateway-policy) |

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Initiative details

Background

|  |  |  |
| --- | --- | --- |
| Agency name | [Insert agency name] | |
| **Sponsor name and contact details** | [Insert sponsor name and contact details (for example Jane Doe, NSW Treasury, 02 9876 5432)] | |
| **Initiative name** | [Insert initiative name and Prime ID[[1]](#footnote-2)] | |
| **Initiative type** | [Capital / Recurrent / ICT / Combination] | |
| **Total cost** | [$ million (4 year)] | [$ million (10 year)] |
| **Benefits report date** | [Insert here] | |
| **Benefits report for (tick one)** | Monitoring  Final report | |

1. For more information on Prime see [Prime: a new IT solution | NSW Treasury](https://www.treasury.nsw.gov.au/budget-financial-management/reform/prime-new-it-solution)

Evaluation

|  |  |
| --- | --- |
| Type of evaluation planned | [Process / Outcome / Economic] |
| **Details of individual or team responsible for evaluation** | [Name, job title, agency and contact details] |
| **Date of intended evaluation** | [When the initiative will be evaluated, or when evaluation timing will be decided] |

Initiative overview

|  |  |  |  |
| --- | --- | --- | --- |
| Milestone | Planned (investment decision) | Updated (current estimate) | Reasons for variations |
| **Delivery commencement date** |  |  |  |
| **Delivery completion date** |  |  |  |
| **Total delivery cost** | $ | $ |  |

Document control

|  |  |  |  |
| --- | --- | --- | --- |
| Revision month and date | Changes made | Author | Version No. |
|  |  |  |  |
|  |  |  |  |
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|  |  |  |  |

# Purpose

This benefits report provides an update on how [initiative] is tracking towards the realisation of intended outcomes and benefits. It also makes recommendations to improve the realisation of benefits.

The report has been developed [in line with reporting milestone in the benefits management plan OR to meet a condition for tranche release of funding OR to support a carry forward or parameter and technical adjustment request.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Specify the reason for preparing the benefits report. |  |

# Interim decisions

[Adjustments to scope, resources or timelines will alter KPIs set in the benefits management plan. Summarise any decisions that have impacted benefits management since the initial investment decision.]

[For substantial changes to the initial scope, attach a revised logic model.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Include brief overview of each decision, the rationale behind it and how it has influenced the benefits management process. |  |

# Strategic context

[Refer to strategic outcomes stated in the business case or logic model and assess the impact of any changes on the initiative’s objectives.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Assess whether changes to NSW priorities have occurred that may impact strategic alignment or delivery of the initiative. |  |

# Variations analysis

[Benefits and funding variation analysis should be drawn from the benefits register and information collected from project managers, benefit owners and key stakeholders.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Analyse and report significant variations from forecast performance in the tables below. |  |

Table 1: Benefits variation analysis

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Benefit | Benefit ID | Reporting period | Baseline KPI | Current change from baseline | Target KPI | Progress | Responsible/ benefit owner | Cause of variation | Expected completion date |
| [Insert text here.] |  |  |  |  |  | [on track / not on track] |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

Table 2: Funding variation – progress update

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Funding profile | Prime ID | Budget impact ($M) | | | | Planning years ($M) | | | | | | | ETC |
| FY1 | FY2 | FY3 | FY3 | FY4 | FY5 | FY6 | FY7 | FY8 | FY9 | FY10 |
| Initially budgeted |  | [5] | [6] | [6] |  |  |  |  |  |  |  |  | [17] |
| PTA/CF 1 |  |  | [-2] | [2] |  |  |  |  |  |  |  |  | [0] |
| PTA/CF 2 |  |  |  |  | [3] |  |  |  |  |  |  |  | [3] |
| **Current forecast** | **NA** | **[5]** | **[4]** | **[8]** | **[3]** |  |  |  |  |  |  |  | **[20]** |

Estimated Total Cost that reflects the impacts of all recurrent and capital expenses.

# Proposed actions and options analysis

[See the [NSW Guide to Cost Benefit Analysis](https://www.treasury.nsw.gov.au/preview-link/node/14421/8358bbaf-4125-45a3-984e-f5f7f3cd546a) and the [NSW Business Case Guidelines](https://www.treasury.nsw.gov.au/information-public-entities/centre-for-economic-evidence/nsw-business-case-policy-and-guidelines) for further guidance on options analysis.]

|  |  |
| --- | --- |
| Checklist | Completed |
| Where relevant, analyse options to rectify identified variations, including a summary of benefits and costs. |  |

Table 3: Options analysis

|  |  |  |
| --- | --- | --- |
| Option 1 | Explanation | Approval required |
| [Change proposed] | [Insert text here.] |  |
| **Estimated impact on benefits ($)** | **Estimated impact on cost ($)** | **Estimated impact on delivery timeframes** |
|  |  |  |
| **Overall assessment of option:** [viable/needs adjustments/reconsider option/other]  [Consider:   * delivery feasibility for example procurement, delivery schedule, current legal or contractual obligations * financial and economic analysis * risk analysis.   Add any comments.] | | |

|  |  |  |
| --- | --- | --- |
| Option 2 | Explanation | Approval required |
| [Change proposed] | [Insert text here.] |  |
| **Estimated impact on benefits ($)** | **Estimated impact on cost ($)** | **Estimated impact on delivery timeframes** |
|  |  |  |
| **Overall assessment of option:** [viable/needs adjustments/reconsider option/other]  [Consider:   * delivery feasibility for example procurement, delivery schedule, current legal or contractual obligations * financial and economic analysis * risk analysis.   Add any comments.] | | |

# Data assurance

[Include results of periodic independent data checks to ensure the data collected and its interpretation is fit for purpose.

Describe the status of any actions arising from the data checks and whether they have been implemented or remain outstanding.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Ensure data collection and interpretation have been checked according to the Benefits Management Plan. |  |

# Addressing key risks

Collect lessons learnt on whether mitigation strategies were successful in reducing the impact on benefit realisation when the risk eventuated.

Updating the risk register helps project managers better manage existing risks, identify potential new risks and to outline the next steps for risk mitigation.

[Provide an update on any changes to key risks for benefits. Attach as an appendix or complete the summary table.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Outline key unmitigated risks that require action. Make recommendations on the appropriate course of action so risk is at an appropriate level. |  |

Table 4: Summary of key risks to benefits template

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Name of risk | Description | Benefit impacted | Benefit ID | Mitigation actions | Responsibility | Risk analysis | | |
| **Likelihood** | **Consequence (benefit priority)** | **Residual risk after mitigation** |
| Risks to benefits realisation | [Insert text here.] | [Insert text here.] | [Insert text here.] | [Insert text here.] |  | Choose an item. | Choose an item. | Choose an item. |
| Variations in forecasts |  |  |  |  |  | Choose an item. | Choose an item. | Choose an item. |
|  |  |  |  |  |  | Choose an item. | Choose an item. | Choose an item. |

Table 5: Risk rating matrix[[2]](#footnote-3)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Consequence** | | | | | |
| **Likelihood** |  | **Level 1 – insignificant** | **Level 2 – minor** | **Level 3 – moderate** | **Level 4 – major** | **Level 5** – **extreme** |
| **1 – rare** | low | low | low | medium | medium |
| **2 – unlikely** | low | low | low | medium | high |
| **3 – possible** | low | medium | medium | medium | high |
| **4 – likely** | low | medium | medium | high | very high |
| **5 – almost certain** | medium | medium | high | very high | very high |

# Lessons learnt

[Briefly describe reflections from the initiative’s implementation to:

* inform current decision-making
* account for variations in measures
* provide insights leading to current initiative continuity and consideration of future projects.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Provide a summary of lessons learnt. |  |

Table 6: Lessons learnt

|  |  |  |
| --- | --- | --- |
| Stage | Description | Type |
| **Understand** | [Example: Greater consultation on links between outcomes to benefits at logic model stage as well as benefits identification would have helped provide clearer linkages between activities and outcomes.] | [Examples: procurement / business case development / monitoring] |
|  |  |  |
| **Plan** | [Insert text] | [Insert text] |
|  |  |  |
| **Manage and report** | [Insert text] | [Insert text] |
|  |  |  |

# Recommendations

[Recommendations can:

* inform the evaluation of the benefits
* lead to a detailed investigation of certain areas of the initiative (for example, delivery)
* outline actions to adjust performance in a specific area (for example, if a project is on time)
* inform advice to government about whether an initiative should continue, be adjusted or stopped
* amend future stages given current information.

List recommendations and rate as:

* Critical: the problem needs to be fixed now.
* Important: it will help improve the initiative or the evaluation in a meaningful way
* Other: anything that does not fit into critical or important.]

|  |  |
| --- | --- |
| Checklist | Completed |
| * Provide recommendations based on lessons learnt, data collected and other information. |  |

Table 7: Recommendations

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Recommendation | Rating | Impacted benefit managed | Person responsible | Action required | Target date |
| [Insert text] | [Critical / Important / Other] | [Insert text] | [Benefit owner / Project manager] | [Insert text] | [Insert date] |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Conclusion

[Conclude with next steps on benefits management.]

[Specify if benefits will continue to be monitored for implementation, handed over or closed.]

1. Appendix

[Add relevant documents.]

1. [↑](#footnote-ref-2)
2. The risk rating matrix is used to assess risks according to its consequence and likelihood. Risks are assigned a risk rating of low, medium, high or very high. Higher priority benefits with a larger benefit impact from a risk would result in a higher consequence rating. Refer to Section 3.5 of the Business Case Guidelines for more information on risk analysis. [↑](#footnote-ref-3)