



CASE STUDY

British Nuclear – Applying Benefit Realisation Management (BRM) to major projects within the Sellafield Site

Background

sigma was asked to run some in-house training on Benefit Realisation Management (BRM) in line with MSP in order to improve the focus on benefits within Sellafield. As a consequence of this training, Lois Sharples, IT Head of Programmes and Change, recognised the power of the **sigma** mapping process and the way it highlighted the business changes needed to accompany IT implementations in order to realise the benefits.

sigma was subsequently commissioned to provide further training and to help apply the approach to several major IT Projects, including:

- Maintenance management systems (CMMS)
- Geophysical information systems (GIS)
- Document management systems (EDMS)
- Facilities management
- Capability management / HR
- Home-working
- Computerised Nuclear Materials Accountancy (CNMAS)

For each project this involved facilitating several workshops with senior stakeholders in order to:

- Communicate the importance of benefit realisation
- Describe the overall benefit realisation process – cradle to grave
- Generate a set of maps – **sigma**'s Strategy, Benefits and Benefit Dependency Maps
- Identify and highlight the essential business changes needed to realise the benefits and so make the project successful
- Determine appropriate metrics to measure and track the benefits
- Build robust Business Cases
- Transfer BRM skills

In addition, the **sigma** weightings were applied to the maps to determine the priority paths and so provide guidance when choosing between options and sequencing implementation and roll-out.

Challenges faced by the joint Sellafield/sigma team

Although the **sigma** intervention was welcomed and supported by some at a senior level, the Sellafield/**sigma** team faced several significant challenges, including:

- Getting the right people to the workshops
- Generating enthusiasm and commitment for the whole cradle to grave process; in particular helping the business to see that BRM is an effective and efficient way of

achieving the desired benefits and not just a mechanism to enable them to tick boxes and get through mandatory hoops

Good progress has been made responding to these challenges but the work continues.

What we achieved

As a result of the training and workshop facilitation **sigma** has provided to Project Teams and Stakeholders to start to apply the BRM approach to each of the above mentioned projects, interest and enthusiasm for BRM is growing and spreading.

Some in-house skills have been developed to help support the application of BRM to future projects.

The maps developed in the workshops have highlighted many vital business changes not previously identified and provided a solid foundation for Business Cases and Project Plans.

Sellafield's funding provider, the Nuclear Decommissioning Agency (NDA), as a result of seeing business cases based on **sigma's** Benefit Dependency Maps and the consequent thoroughness of the argument, is now insisting that this approach is applied to all significant future business cases.