Mutual Benefits Program

Benefits Management and Realisation Framework

External Stakeholder Edition

Purpose of this document

This guide gives partners, brokers, employers and other external stakeholders a clear, practical reference for identifying, measuring, tracking and sustaining benefits across Mutual Benefits funded initiatives. This is the external edition of the Mutual Benefits Benefits Management and Realisation Framework.

Item	Details
Document intent	Practical reference for external stakeholders applying for and managing Mutual Benefits funding.
Audience	External stakeholders - partners, brokers, employers and clients applying for or delivering Mutual Benefits funded initiatives
Applies to	All projects and initiatives delivered or funded through the Mutual Benefits Program
Status	External stakeholder edition
Version History	Version 3 approved 20 August 2026

Contents

1. Executive Summary

The Mutual Benefits Program invests in initiatives that deliver measurable value for members, customers and the broader community. This Framework provides a consistent, practical approach to benefits management so that every initiative can clearly demonstrate strategic alignment, define expected benefits, select meaningful measures, track progress and validate realisation. It also clarifies accountabilities across the benefit lifecycle, including the transition from project delivery to business-as-usual ownership.

Key message for stakeholders

Benefits should be defined early, linked to a strategic objective, measured against a baseline and target, reviewed through the project lifecycle, and sustained by an accountable Benefit Owner after closure.

2. Purpose, Scope and Principles

The purpose of this Framework is to ensure Mutual Benefits funded initiatives are selected, delivered and evaluated based on their ability to realise measurable benefits aligned to Program strategy.

Area	Summary
Purpose	Provide a standard approach to identifying, realising, measuring, tracking and sustaining benefits.
Scope	All Mutual Benefits funded projects and initiatives, including internal initiatives, products, projects, partnerships, sponsorships, research and innovation activity.
Outcome	A clear line of sight from individual initiative outcomes to Mutual Benefits Program objectives.

3. Benefits Framework at a Glance

The benefits framework should be applied as a simple cascade. Each initiative should move from strategy to measurable impact, rather than only describing activity delivered.

Strategic Objective → Benefit → Indicator → Measure → Baseline & Target → Validation

Refer to the Benefits and Measures Library in Section 9 for recommended benefit definitions, indicators, suggested measures and examples.

4. Strategic Objective Alignment

Benefits should be selected from the most relevant strategic objective. Where an initiative spans multiple objectives, identify the primary objective first, then add secondary benefits only where they are material and measurable.

Strategic objective	Benefit focus
Education	Build knowledge, capability, confidence and sustained practical change for employers, workers, managers and industry stakeholders.
Governance	Strengthen decision-making, compliance, assurance, reporting quality, efficiency and value realisation across the Program.
Partnerships	Leverage partners, brokers and industry relationships to extend reach, adoption, influence, advocacy and co-invested value.
Research & Innovation	Generate evidence, test new approaches, identify emerging risks, create reusable assets and translate insights into improved outcomes.

5. How to apply the framework

Use the following steps to move from a funding idea to a clearly defined, measurable benefit.

Step	Stakeholder guidance
1. Define the problem	Clearly articulate the issue, opportunity or risk the initiative is intended to address.
2. Link to strategy	Select the primary strategic objective and confirm the initiative aligns with MB Program priorities.
3. Select benefits	Choose a practical number of benefits that best represent the expected value. Prioritise outcomes over activities wherever possible and avoid duplicating similar benefits.

4. Choose the headline measure	Select the single measure that gives the clearest indication of success, prioritising outcomes over activity where possible.
5. Define baseline and target	Record the current state (baseline), target state, timeframe, evidence source and reporting owner. For initiatives expected to create lasting value, include a 6 or 12 month follow-up measure and owner to track legal impact.
6. Track and validate	Monitor progress, manage risks and confirm realisation through agreed evidence and owner sign-off.
7. Be consistent	Use consistent benefit wording across the application, project plan, evaluation reports and closure.

Applicants should use the Benefits and Measures Library (Section 9) as the primary reference when selecting benefits, indicators and measures. The Library provides standardised benefit definitions, recommended measures and examples to support consistent application across all initiatives.

Practical rule

If the expected benefit cannot be measured, validated or reasonably attributed to the initiative, it should be refined before funding approval.

6. Roles and Accountabilities

Benefits management is shared across funding applicants, project delivery roles, business owners and governance forums. The Initiative Manager coordinates tracking, but the Benefit Owner remains accountable for sustaining the benefit after project closure.

Role	Accountability
Funding Applicant	Identifies and documents expected benefits, indicators, baselines and targets in the funding application.
Initiative Manager	Maintains benefit records, monitors progress, reports status, escalates risks and identifies internal-use benefits where relevant.

Benefit Owner	Accountable for benefit delivery, validation, BAU embedding, sustainment and post-project monitoring. While Initiative Managers support benefit tracking and reporting during project delivery, accountability for the achievement and sustainment of benefits remains with the nominated Benefit Owner.
Business Owner	Reviews and approves estimated benefits, holds delivery roles accountable and supports decisions if benefits are at risk.
Mutual Benefits Team	Maintain the framework, review benefit quality, support governance decisions and report overall Program success.

8. Benefit Lifecycle and Governance Checkpoints

Benefits should be considered at each phase of the initiative lifecycle, from initiation through to closure and sustainment.

Lifecycle phase	Required benefit activity
Initiation	Identify expected benefits, strategic objective, initial indicator, baseline needs, assumptions and dependencies.
Planning	Define measures, targets, reporting owner, evidence source, RACI and validation criteria.
Delivery	Track benefit indicators, monitor assumptions, review risks and update expected value if conditions change.
Monitor and control	Compare progress to target, escalate material variances and reassess viability where benefits are unlikely.
Closure and sustainment	Validate realised benefits, confirm remaining benefits, assign BAU ownership and agree future monitoring.

9. Measurement and Validation

Strong measures make benefits visible, comparable and reportable. Measures should be specific enough to support decision-making while remaining practical for initiative teams to maintain.

Component	Definition	Example
Indicator	The type of evidence used to show change.	RTW rate, audit score, publication of reports, NPS, claims cost, completion rate
Measure detail	The definition of how the indicator will be measured.	Percentage of participants implementing an action plan within three months
Baseline	The current or starting position.	Current audit score is 72% or no report has been published previously
Target and timeframe	The expected improvement and when it should be achieved.	Increase audit score to 85% within six months of implementation
Evidence source	The data or artefact that will confirm performance.	Benefits Register, dashboard, survey, audit report, published report, Post-Implementation Review (PIR)

Mutual Benefits (MB) Benefits Library

The MB Benefits Library below provides recommended benefits and suggested measures organised by strategic objective. Funding applicants should use it as the primary reference when selecting benefits, defining measures, establishing baselines and identifying suitable targets. Select a manageable number of the most relevant benefits for your initiative and choose a clear headline measure for each.

A. Education

Investment types include training and courses, funded client training and education, workshops, seminars, educational podcasts, accreditation programs, educational materials (guides, toolkits, factsheets and posters) and communities of practice.

Benefit	How it could be measured	Example
Build workplace capability and confidence	Pre/post knowledge and confidence uplift; self-rated capability score; psychosocial risk confidence score; RTW conversation confidence; assessment results. Report psychosocial and RTW as sub-indicators, not separate benefits.	Pre-survey average confidence score of 3.1/5 increases to 4.2/5 after module completion.
Improve safety culture maturity	Safety culture pulse score; number of safety conversations completed; adoption of safety practices; manager and team feedback.	Quarterly pulse survey shows an improvement in team safety culture maturity following leader education.
Leading practices adopted and sustained	Percentage implementing action plans; policies or processes updated; workplace practice changes reported; follow-up survey at 3-6 months; continued resource use. Timing is a dimension of one benefit, not two benefits.	65% of participating employers implement at least one action plan within three months.

B. Governance

Investment types include technology platforms and systems, governance frameworks (policies and procedures), compliance and audit activities, process improvement and automation.

Benefit	How it could be measured	Examples
Free up capacity for earlier, higher-value intervention	Time to first contact; time to triage; proactive interventions; age of claim at intervention; capacity released through automation or process improvement; time saved per process; output per FTE.	Average time to triage reduces from ten days to five days.
Improve benefit tracking and data quality	Benefits realised versus forecast; percentage of benefits validated; measures with baseline, target and reporting owner; data completeness; error rates; reporting timeliness.	Error rates reduced by 50%.
Strengthen governance, risk and compliance	Risks identified and mitigated; risk rating movement; issues escalated within threshold; compliance checklist completion; audit findings; approvals completed before launch.	High delivery risk reduces to medium after mitigation actions are completed.
Protect or improve performance-based revenue	Performance remuneration achieved or protected; movement in KPI scores; gap to target.	Improved KPI performance contributes to achievement of performance remuneration threshold.

C. Partnerships

Investment types include partnerships with industry associations, memberships, strategic partnerships, collaborations, sponsorships, conferences and industry events, and industry working groups and forums.

Benefit	How it could be measured	Examples
Strengthen market reputation and differentiation	Awards and industry recognition; media mentions; speaking opportunities; testimonials and case studies approved; referrals and introductions received; use of the MB value proposition in tenders.	Initiative receives industry recognition and is profiled through partner channels.
Extend reach and adoption through partners	Organisations reached; new sectors engaged; stakeholder reach through partner channels; partner referrals; activation rate after partner promotion.	Partner campaign reaches employers in sectors not previously engaged by MB.
Increase co-investment or leveraged value	Co-investment secured; matched funding; in-kind contribution value.	Partner contributes matched funding and staff time to support delivery of a funded initiative.
Partner collaboration and pipeline	Joint initiatives delivered; partner satisfaction; cadence of governance meetings; new partnership leads; pipeline value; conversion from introduction to initiative.	EML and partner co-design and deliver a webinar, toolkit and stakeholder briefing.

D. Research and Innovation

Investment types include research projects and studies, thought leadership, innovation projects and pilots, employer and workplace innovation projects, new technology and digital solutions, and development of new products, tools and resources.

Benefit	How it could be measured	Examples
Generate and share usable evidence	Research outputs completed; evidence quality rating; downloads and citations; speaking invitations; plain-language outputs and implementation guides; new tools or resources created; new risks identified and shared; recommendations implemented.	Research report is completed, published and used to inform future employer support activities.
Test and scale new approaches	Pilot participants; pilot success rate; evaluation results; go/no-go decision supported by evidence; organisations continuing after pilot; time from pilot to implementation.	Pilot evaluation confirms feasibility and supports decision to scale to additional business units.

Benefit	How it could be measured	Examples
Improve scheme outcomes	Claims frequency and severity movement; RTW rate; claim duration; premium impact where measurable.	Pilot group shows improved RTW rate compared with baseline after intervention.
Improve worker health outcomes	Worker wellbeing indicators; participation outcomes; recovery and RTW indicators; psychosocial hazard reduction measures.	Worker wellbeing survey indicates improved confidence and support during recovery.
Reduce future costs	Cost avoidance estimate; claims cost reduction; productivity gain; reduction in duplicated or reactive spend.	Early intervention approach reduces duplicated support activity and avoids future claims costs.

Benefit Validation

Before a benefit can be considered realised, it must be validated against agreed criteria.

Validation provides assurance that the benefit has been achieved as intended, is supported by evidence, can reasonably be attributed to the initiative, and is likely to be sustained over time. Establishing validation criteria early ensures clear expectations and consistent assessment of success across all Mutual Benefits initiatives.

Validation criterion	Requirement
Delivered as defined	Benefit aligns to approved scope or documented change request.
Measured against target	Actual performance has been compared with baseline and target.
Evidence available	Results are supported by agreed data, reports or other evidence.
Attribution reasonable	The initiative is a credible contributor to the observed change.
Sustainable	Ownership, BAU process and future monitoring are in place.
Sign-off recorded	Benefit Owner and required governance stakeholders confirm realisation status.

10. Tracking, Reporting and Decision-Making

Benefits should be identified and documented during the funding application process, including the intended benefit, headline measure, baseline (where available), target and benefit owner. Once approved, the headline benefit and associated measure will be recorded within the Mutual Benefit Program Management Database to support portfolio-level reporting and oversight.

Benefit Owners are responsible for monitoring the ongoing achievement of benefits and ensuring progress is reviewed as part of regular project governance and status reporting processes. This enables risks to benefit realisation to be identified early and addressed where required.

Progress against agreed benefits should be reported throughout the initiative lifecycle and formally reviewed at project closure to confirm realised benefits, any benefits expected to occur post-project, and ongoing ownership responsibilities. Reporting frequency should be proportionate to scale, risk, value and governance requirements.

Frequency	Recommended use
Monthly	Higher-value or higher-risk projects, or where monthly reporting is otherwise agreed.
Quarterly	All partnerships, or where quarterly reporting is agreed.
SteerCo updates	Major programs where formal governance is recommended.
End of project only	Event sponsorships and lower-complexity or short-duration employer projects.
Closure / transition	All projects.

Decision trigger

If monitoring shows a material benefit is unlikely to be realised, this should be raised early with the Mutual Benefits Program Team. Options may include adjusting scope, revising targets or approving a change to the initiative so that funding continues to be directed towards measurable value.

11. Risks, Assumptions and Dependencies

Benefit realisation depends on the assumptions, dependencies and external conditions that support delivery. These should be documented at initiation, reviewed at governance checkpoints and reassessed during validation.

Area	Examples and management focus
Risks	Threats to benefit realisation such as unrealistic targets, data limitations, low adoption, resource constraints or sustainability gaps.
Assumptions	Conditions believed to be true at the start of the initiative, such as data availability, stakeholder engagement or technology performance.
Dependencies	Linked activities or external factors needed to achieve the benefit, such as vendor delivery, integration activity or BAU process changes.

12. Project Closure and Benefit Handover

Closure should not mark the end of benefit management. Where benefits continue after delivery, the project must transition ownership, evidence and monitoring arrangements to the relevant Benefit Owner.

Some benefits, particularly those related to behaviour change, capability uplift, research impact, partnerships, safety outcomes and claims performance, may continue to emerge after project delivery. Where ongoing benefits are anticipated, arrangements should be established for legacy impact monitoring and reporting.

Step	Required action
Confirm benefits	Review achieved benefits against agreed targets and document actual performance.
Update records	Finalise benefit status, evidence, remaining benefits and expected post-project outcomes.
Assign ownership	Confirm Benefit Owner and BAU team responsible for ongoing monitoring and sustainment.
Embed and monitor	Confirm processes, controls, reporting cadence, escalation triggers and future review points.
Sign off and close	Record formal acceptance and include benefit status in the closure report.

Legacy Impact Monitoring	Benefits that are expected to continue beyond project closure should be transitioned to the Benefit Owner for ongoing monitoring. Any future measurement requirements, reporting expectations and review timeframes should be documented as part of the closure process.