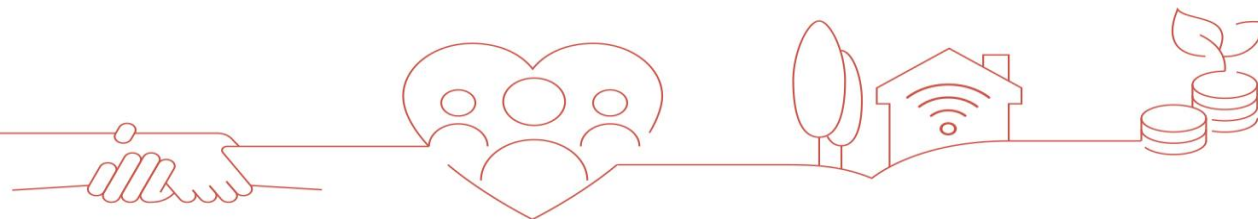


Embedding Benefits Management

Davinder Gill, Policy and Transformation

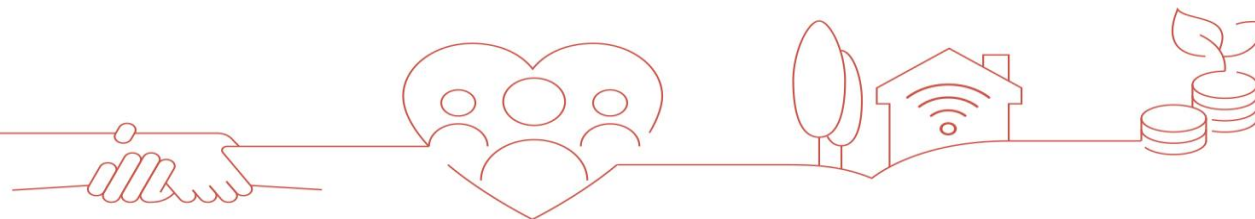


Rationale for Embedding Benefits Management

- ❖ Inconsistent and fragmented approach across the Council.
- ❖ Inability to effectively understand and demonstrate the impact of change.
- ❖ Difficult to demonstrate value for money, return on investments and improved outcomes for residents.
- ❖ No clear line of sight between financial benefits and financial plans.
- ❖ No clear oversight of benefits yet to be realised once programmes become BAU.

Why is that important?

- ❖ Delivering benefits is the primary reason why organisations undertake change.
- ❖ Understanding the benefits helps to confirm viability (whether the programme is worth doing) and helps understand the alignment of programme activity to programme objectives and in turn strategic objectives.



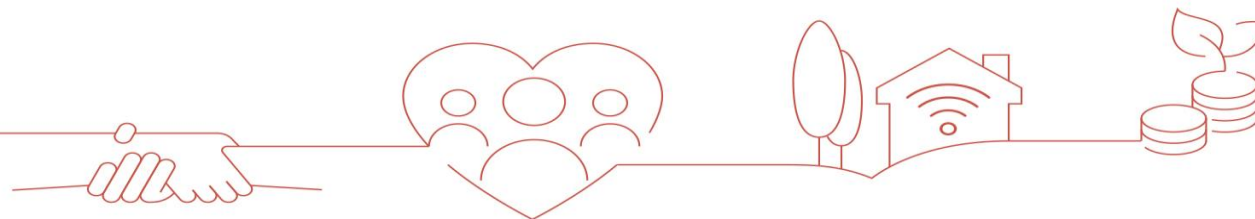
Our Approach

- ❖ Developed Benefits Management Guidance and Templates collaboratively – definitions, categories, roles and responsibilities, governance and step by step process.
- ❖ Guidance and approach to implementation approved at Corporate Services DMT and Strategic Change Board.
- ❖ Article in Staff Newsletter and Chief Exec’s Vlog.
- ❖ Held information sessions to raise awareness of the Guide and approach for 1) SROs; 2) wider staff involved in programme delivery; 3) Departmental Management Teams; and 4) Finance Business Partners.
- ❖ Held workshops for programme/project leads across the LA to bring the Guide to life and run through the process – fictional example.
- ❖ Developed a benefits realisation e-learning module.
- ❖ SMART Benefits and Benefits Realisation Plans (BRPs) developed for each programme.
- ❖ Corporate Benefits Realisation Register (BRR) developed.



Our Approach

- ❖ Further joint work between Finance Business Partners and PMO to:
 - Determine whether financial benefits contributed to existing savings or were in addition.
 - Determine which cost centres financial benefits would be attributed to when realised.
 - Ensure common understanding of when financial benefits would be realised to inform budget forecasting and monitoring of savings.
- ❖ BRPs monitored at Programme Board level; BRR monitored at Strategic Change Board level.
- ❖ Continued oversight and monitoring of benefits yet to be realised post BAU via BRR.



Hints and Tips

- ❖ Develop guidance and templates collaboratively with PPM staff.
- ❖ Don't underestimate the amount of time it takes from development to implementation
- ❖ Adjust the message for different audiences.
- ❖ Identify and map benefits with stakeholders/programme boards.
- ❖ Use existing PIs/data collection methods where possible.
- ❖ Developing benefits retrospectively may mean re-visiting and strengthening programme outputs and outcomes.
- ❖ Report performance against BRPs regularly.
- ❖ Put mechanisms in place to monitor benefits yet to be realised post BAU.
- ❖ Embedding a consistent approach takes time – culture change doesn't happen overnight!

