



# HM TREASURY

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18 February 2013

Information Rights Unit

James Crutchley

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[www.hm-treasury.gov.uk](http://www.hm-treasury.gov.uk)  
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Ref: 13/122  
Email/12741/13

Dear Mr. Crutchley

## **Freedom of Information Act 2000: Benefits Management**

Thank you for your Freedom of Information enquiry of 29 January 2013.

You asked for information covering –

For clarity, all the following questions relate to benefits management as defined by the Office of Government Commerce (OGC): "the identification, definition, tracking, realisation and optimisation of benefits, usually within a programme".

Could you please provide me with responses to the following questions set out below?

1. Do you currently or have you in the past used structured benefits management methodologies when delivering a programme, including any of the following?
  - Benefits Realisation Management (Bradley, 2006, OGC, 2004)
  - The Cranfield Process Model of Benefits Management (Ward et al., 1996)
  - Management of Value (OGC, 2010)
  - Active Benefits Realisation (Remenyi & Sherwood-Smith, 1998)
2. What is the most commonly used method and why is this method used rather than any of the other methods available?
3. Do you have a benefits management centre of excellence?
4. Do you have a specialist benefits management resource? Please indicate whether this is a permanent or contingent resource.
5. Does your organisation have a centrally managed and consistent framework, with established processes, for defining and tracking benefits realisation?
6. To what extent are business requirements linked to and influenced by benefits?

7. On a scale of 1 to 9, where 1 is not embedded at all and 9 is thoroughly embedded, how well embedded is benefits management within programme management and the development of organisational strategies?

8. Please provide a sample of completed benefits management products, specifically:

- Benefits maps
- Benefits registers
- Benefits management strategies
- Benefits realisation plans
- Benefits profiles

9. If you do not use a structured benefits management approach, please provide a reason as to why this decision has been taken.

I can confirm that HM Treasury does not hold any information in scope of your request. HM Treasury is concerned with approving proposals for major programmes and projects before implementation and Treasury guidance on preparation of Business Cases encourages the creation of a benefits register and planning for benefit delivery. Project management and all aspects of delivery and monitoring take place after a project is approved and they are carried out by the Government Department or Government body that has the responsibility for the spending and project delivery. Guidance on Business Cases is available at [http://www.hm-treasury.gov.uk/data\\_greenbook\\_business.htm](http://www.hm-treasury.gov.uk/data_greenbook_business.htm) .

If you have any queries about this letter, please contact me. It will be helpful to us if you remember to quote the reference number above in any future communications.

*Yours Sincerely*

Information Rights Unit

Your right to complain under the Freedom of Information Act 2000

If you are not happy with this reply, you may request a review by writing to HM Treasury, Information Rights Unit, 2/W1, 1 Horse Guards Road, London SW1A 2HQ.

Email [FOI.responses@hmtreasury.gsi.gov.uk](mailto:FOI.responses@hmtreasury.gsi.gov.uk)

Any review request must be made within 2 months of the date of this letter.

It would assist our review if you set out which aspects of the reply concern you and why you are dissatisfied.

If you are not content with the outcome of your complaint, you may apply directly to the Information Commissioner for a decision. Generally, the ICO cannot make a decision unless you have exhausted the complaints procedure provided by HM Treasury. The Information Commissioner can be contacted at: The Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF.

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