

Mr Julian Crutchley
request-149381-e36d40aa@whatdotheyknow.com

Chief Executive's Directorate

Council House
Earl Street
Coventry
CV1 5RR

Please contact Adrian West
Direct line 024 7683 1100
Fax 024 7683 3680
adrian.west@coventry.gov.uk

Our Ref: 20095357

Date: 8 March 2013

Dear Sir/Madam

Freedom of Information Act 2000

Thank you for requesting information about benefits management methodologies, which the Council received on Monday 11th February 2013 and considered under the Freedom of Information Act 2000.

You have requested the following information:

I am writing to you regarding the use of structured benefits management methodologies.

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", where benefits are the positive outcomes of change from a project or 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.

The Council wants to be as open as possible in answering requests, and to help people obtain the information they are looking for. It also has a duty to provide advice and assistance, under Section 16 of the Freedom of Information Act (2000). However, the information you have requested is very wide ranging. The following information may answer your questions and/or help you narrow down your request to focus on the specific area you are interested in. If you would like a conversation about the Council's approach to its Transformation Programme, please contact me.

In June 2009 Coventry City Council launched its Transformation Programme (a better Council for a bolder Coventry). This was designed to impact on all service delivery areas over a five year period. The overall objectives of the programme were to achieve better value for money; to provide better and consistent customer services; to develop and deliver real culture change across every level of the organisation; to equip the Council for the challenges ahead; and to invest in new technologies where appropriate to support service delivery.

The approach taken was to establish a programme of fundamental service reviews, and a methodology was developed to guide officers and provide them with appropriate tools and templates. The methodology applies standard project management approaches and takes a staged approach as follows:

1. Assess – Where are we now?
2. Design – Where do we want to be?
3. Construct – What will it look like?
4. Go live – Implementing the change.

An extract from the guidance in relation to benefits is attached and is hopefully self-explanatory. Projects are required to complete monthly reports on progress, and the template for these, together with the relevant guidance note, is also attached. The intention is that benefits are tracked throughout the project, and beyond the “go live” date. Under normal circumstances evaluations are undertaken around 12 months after that point and an assessment provided on the realisation of benefits.

The Transformation Programme Delivery Board (which governs the programme) receives regular updates on all aspects of progress (including benefits) within each of the projects. In addition there are regular updates to Elected Members that describe the realisation of financial and non-financial benefits. The most recent examples can be accessed from the following links:

Transformation Programme Progress Report to Cabinet on 11 December 2012
<http://moderngov.coventry.gov.uk/documents/s7591/Transformation%20Programme%20Progress%20Report.pdf>

Transformation Programme – Financial Savings 2011/12 to Audit Committee on 18 July 2012
<http://moderngov.coventry.gov.uk/Data/Audit%20Committee/201207181000/Agenda/Document%209.pdf>

At a corporate level our approach to benefits tracking of our “business as usual” is to monitor our performance on a range of headline indicators. The following report may be useful and there is extensive information on our website:

<http://moderngov.coventry.gov.uk/documents/s7552/Council%20Plan%20Performance%20Report%20-%20Progress%20Half%20Year%202012-13.pdf>

I hope that this information helps answer the questions that you have raised.

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If you wish to apply to reuse the information you have requested or have any other issues relating to this request please do not hesitate to contact me.

I hope you feel that our response meets your request. However you have a right to make representations about the outcome or handling of your request – in the first

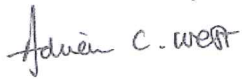
instance this must be made in writing within 40 working days of the date of this letter, to the Council's Information Governance Team at:

Council House, Room 21a
Lower Ground Floor
Earl Street, Coventry.
CV1 5RR
infogov@coventry.gov.uk

If you have done the above but are still dissatisfied, you then have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Yours faithfully



Adrian West
Assistant Director, Scrutiny and Transformation.