

## **FREEDOM OF INFORMATION ACT 2000**

Your request for information has now been considered and the Council's response to your questions is shown below.

**You asked:**

**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)**

**ANSWER:**

None of the above methodologies have been used at Leicester City council (LCC). However three years ago we attempted to embed an approach based on the benefits management element of the Managing Successful Programmes (MSP) methodology. Success was mixed, and we currently do not have a mandatory embedded approach.

**What is the most commonly used method and why is this method used rather than any of the other methods available?**

MSP has been used due to its relevance to programme management and it being the OGC standard for managing programmes.

**Do you have a benefits management centre of excellence?**

We have a Corporate Portfolio Management Office, which will be responsible for implementing and embedding an appropriate benefits management process for LCC in the near future.

**Do you have a specialist benefits management resource? Please indicate whether this is a permanent or contingent resource.**

No.

**Does your organisation have a centrally managed and consistent framework, with established processes, for defining and tracking benefits realisation?**

No.

**To what extent are business requirements linked to and influenced by benefits?**

This is not done formally.

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?

3.

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

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

See attached documents where we have any samples to provide.

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

No decision has been taken not to use a structured approach. However, previous difficulties in embedding a standard methodology have resulted in a rethink as to how we could make benefits management work in practice. We are currently looking to develop and pilot a simplified and pragmatic approach that meets our organisational requirements, but is underpinned by best practice and existing methodologies.

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