Future Council Programme Evaluation Framework

Overview of the Evaluation Framework for the Future Council Programme

DRAFT v0.7 – August 2015

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Evaluation framework – overview

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Evaluation Framework Overview – Benefits Management

The Evaluation Framework is based on a proven Benefits Management approach.

Definition of a 'benefit'
"The <u>quantifiable</u> and <u>measurable improvement</u> resulting from an outcome which is <u>perceived as positive by a stakeholder</u> and which will normally have a <u>tangible value </u>expressed in monetary or resource terms. Benefits are realised as a result of activities undertaken to affect change". - Source OGC

- **Quantifiable** = you can determine or express the quantity/amount
- **Measurable improvement** = a change that makes something better or adds to its value and that can be measured
- **Perceived as positive by the stakeholder** = e.g. the Members, Partners, Strategic Directors, Citizens, CLT, etc. see the outcome as positive
- **Tangible value** = has a value that you can capture – money, assets, culture improvement, customer satisfaction, etc.

Benefits can be categorised into a number of groups. This enables ease of monitoring and reporting. Common categories are:

- **Financial (Cashable) Benefits –** Those that can be quantified, valued in financial terms and a saving from current spending. e.g. Cost savings, Revenue generation, etc.

- **Financial (Non-Cashable) Benefits –** Those that can be quantified, valued in financial terms and measured in increased capacity / efficiency e.g. increased efficiency of operation, etc.

- **Non-Financial Benefits –** Those that can be quantified, but are difficult or impossible to value in financial terms e.g. improved customer service, improved governance, improved culture, improved partnerships approach, etc.

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Why should we do it?

This will:

1. Enable us to track progress towards achieving the objectives of the overall Future Council Programme.

2. Help us set aligned goals and objectives for our leaders

3. Help address the concern raised by the Improvement Panel about having an evaluation framework

4. Enable us to track our progress towards achieving success and meeting the Kerslake recommendations in the short term

5. Enable us to have positive content to feed communications and engagement material

What it is

• Impact driven

• Outcomes focused

• Measuring perception and cultural change not inputs

• Bold

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Evaluation framework – lifecycle

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Evaluation Framework – Benefits Management Lifecycle

A 5 Step Approach - The benefits management lifecycle consists of 5 iterative steps. This should not be a separate planning process, but should be part of the existing sub-programme thinking and planning.
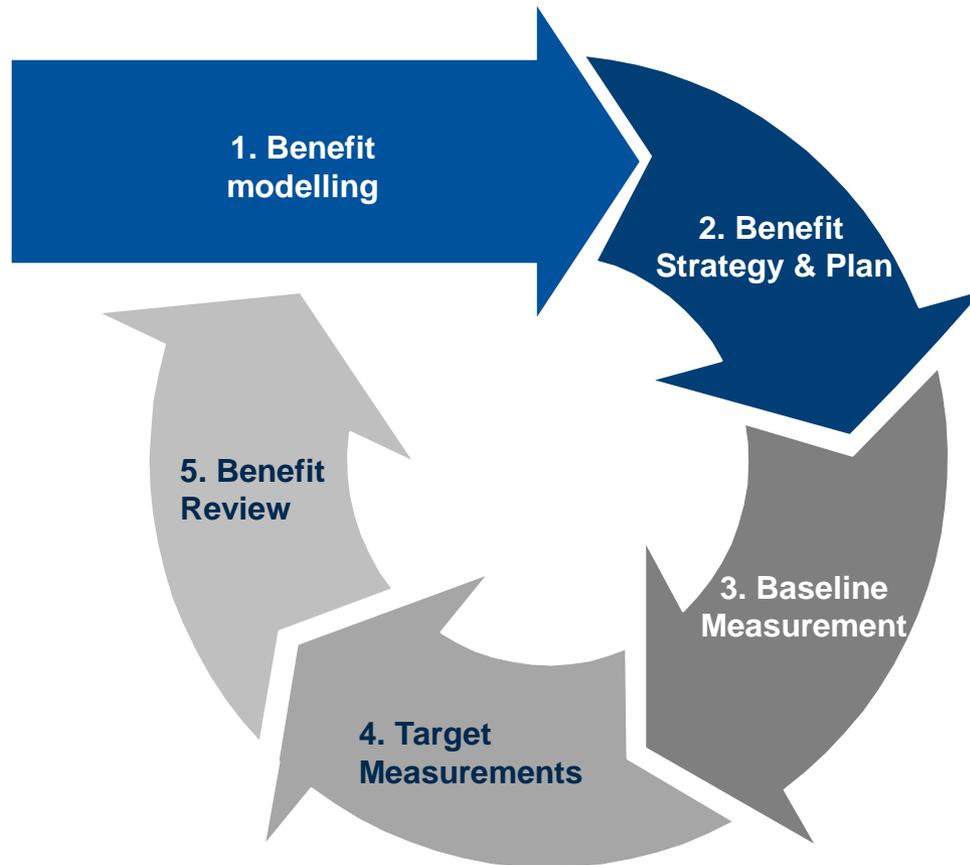
Benefits Modelling - is the identification of benefits, their dependencies and relationship to the project outputs and programme outcomes.

Benefits Strategy & Plan – is the identification of the strategy and timelines of realising the benefits

Baseline and Target Measurements – are the definition of the success measures / KPIs (both baseline and target) for the sub-programmes

Benefit Review – is the process of regularly monitoring the progress and relevance of the identified benefits till the realisation of the same.

1. Benefit modelling
2. Benefit Strategy & Plan
3. Baseline Measurement
4. Target Measurements
5. Benefit Review

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Future Council Programme – Evaluation model

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Future Council Programme – Evaluation Model

This template needs to be filled in by all the sub-programme leads. The benefits identified should <u>not</u> be only for the Kerslake actions, but for the wider Future Council Programme.

The 3 main Evaluation Model components can be defined as follows:

Enablers / Program Outputs – are tangible sub-programme outputs or deliverables that together deliver business capabilities with any changes taking place in the Organisation or Services provided

Operational Benefits – are Functional or Operational (Day to Day) Benefits that impact on the business. They are Financial (cashable and non-cashable) or Non-Financial. The Financial Benefits (cashable and non-cashable) are already being defined as part of the workshops for COM and completing the business case template. For this exercise, no separate analysis should be undertaken, but the benefits should be chunked up (consolidated) where possible.

Strategic Benefits – are Council Level Benefits showing alignment with the Strategy and Business Plans. These have been extracted from the Birmingham City Council Business Plan 2015 +. We should be working towards achieving these objectives.

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Evaluation Model – Operational Benefits Components

The Operational Benefits are quantified and measured using appropriate Key Performance Indicators (KPIs). e.g., time, cost, satisfaction, performance, change in behaviour, etc. The various components to fill in are described in the table below.

Title	Content	Rationale
Ref. No.	COM 1 etc.	To enable better tracking of benefits across Programme and Sub-programmes
Benefit / Outcome / Impact on Business	Description of the operational benefit	They are Functional or Operational (Day to Day) Benefits that impact on the business
Benefit Type	Financial (Cashable) / Financial (Non-Cashable) / Non-Financial	To enable the tracking by the Project Sponsor, Programme Manager and Benefits Manager.
Owner	Named individual	To ensure the benefit is tracked through to delivery, it is important to assign an owner with sufficient authority.
Measurement (KPIs) – What?	What is the method of measurement of the benefit?	Describe the method such that it is tangible and measurable. Also, ensure that an individual new to the piece of work is able to understand / undertake the measurement.
Measurement (KPIs) – How?	How will the benefit be measured?	Define the metrics by which the benefit KPI will be measured
Baseline	The as-is measure	The value at programme start to enable the change to be measured against a starting point.
Long-term Target	The to-be target measure	The value the programme is aiming for to enable the measure to be evaluated at the end.
Measurement Frequency	How often will the measurements be taken?	The frequency of the measurements after the first baseline is taken, to show on-going progress
Benefits Realisation Timeline	The date by which the benefits will be realised	To show the timescales of benefits realisation, as the implementation of a change may not necessarily mean realisation of benefits.
Evidence	Justification for any forecast in the measures changing	i.e. what is the evidence that doing X will result in KPI changing by Y?

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Evaluation Model – Benefits Identification Principles

While identifying the relevant benefits, please keep in mind the following principles:

1. Benefits should link to the BCC business plan and/or Kerslake actions

2. Benefits should be based on clear, and evidenced, causal chain from output to business impact. It is better to have a few well defined benefits than a wide range of aspirational benefits.

3. Define the measures that are tangible and measurable

4. Where possible, existing measures should be used. Ideally, leading indicators of change effectiveness should be identified

5. Where benefits are likely to be intrinsically subjective and not amenable to direct measurement, qualitative investigation (e.g. through interviews and focus group) should be considered

6. If baseline data is not available, recognise when and how the baseline will be available

7. This exercise is not different to the existing activities being undertaken within the sub-programmes, but provides means of establishing the high-level key success factors for each sub-programme.

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Evaluation Framework – Next Steps

Next Steps

- This draft framework is signed-off by CLT

- Once approved, this will become part of the IIP evidence pack

- Once IIP happy with the approach, this evaluation model will be developed further and progress will be monitored on a regular basis

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