**Benefits Workshop (module 2)**

**Prioritisation, Classification, Ownership and Measurement**

**Facilitators Guide**



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# Preparation

## Equipment

* Projector
* Laptop
* Flipchart paper & stands
* Post-it notes
* Flipchart Pens
* Blue-tack
* Output from Module 1 – Benefits map with outputs, outcomes, benefits (and dis-benefits) mapped to objectives

## Room

* Ideally the room needs to be of sufficient size to split the group into two during the session. Wall space or flipchart stands will be required for session 3.4 onwards.

## Set-up

* Recommendation is for the workshop to be face to face due to the interactive nature of the sessions.
* The project should take responsibility for logistics i.e. time, date, location, booking the room and issuing the invites.
* Ensure the project invite the appropriate people, who can contribute. This should include, depending on the scale of the project: SRO, project manager/team, business change, Finance, Economist, CI, and key stakeholders which should include operational representatives/end users.

## Facilitation

* Independent facilitators are recommended although this can be determined by the project.
* Recommendation is for the session to be delivered by 2 facilitators due to the nature of sessions 3.4 to 3.7.
* Appendix 1 provides links to learning for facilitation skills.

## Timings

* Workshop should last at least 2 hours although longer is recommended to ensure sufficient time is allocated to agreeing actions.

## Slides

* The slides can be adapted to suit the audience or the maturity of the project.

# Aims & Objectives

## Aim

* The aim of the workshop is to prepare the identified benefits for measurement, ownership and realisation for the project/programme.

## Objectives

* Prioritise the identified benefits
* Classify the priority benefits (financial / non-financial, etc)
* Agree potential owners of these benefits
* Agree methods of quantifying these benefits, and how they will be measured to demonstrate success
* Understand the next steps for the project to realise these

# The Workshop

## Pre Workshop

* Ensure all information required for the workshop is sent to participants at least 1 week in advance (see appendix 2 for a draft agenda).
* Arrange a pre meet with the SRO/project manager, to agree aims, objectives & roles during the workshop is strongly recommended. During this meeting you should get an understanding of what stage the project is at. This will influence how you should approach the workshop and how it will run.
* Ensure you are familiar with the Home Office Benefits Framework guidance. This will provide a view of how this workshop fits in to the wider context of benefits management across the portfolio.

## Introduction

* The introduction should, where possible, be delivered by the SRO. Add additional slides if required.
* It should include an overview of what the aim of the session will be.

## Recap of Module 1 (slide 3)

* It is expected that many of the participants to this second module will have been present at the first, but if there has been any real passage of time between the two this is a real necessity.
* It will also be required if there are new participants in this module who were not present in the first.
* The benefits map should be available/displayed in the room for participants to view throughout this module.
* If the workshop is being held immediately after module one then this overview should be omitted.

## Benefits Classification (slides 5 to 7)

* This provides information on how benefits should be classified. It is expected that this part of the workshop will be more productive with the support of an appropriately briefed member of EAU.
* The full descriptions of each of these 10 classifications is in Appendix 3.
* {**ACTIVITY**} Using the flowchart on slide 7 classify each of your benefits. *Depending on number of benefits and participants these could be divided into groups and each group take a set of benefits, or groups could classify the same benefits and then discuss their results.*

## Benefits Prioritisation (slide 8)

* Prioritisation covers two main areas: which benefits most closely align with departmental/project objectives, and which provide the largest benefits.
* {**ACTIVITY**} Prioritise benefits

## Benefits Ownership (slide 9)

* The project needs to define business owners, and gain their agreement to the identified benefits. This is simpler if the relevant business owners are part of the identification and mapping processes.
* Business owners should be individuals, not teams or directorates.
* Ensuring owners are engaged early, and agree with the defined benefits, should be a key element of the stakeholder management plan for the project.
* {**ACTIVITY**} Review the priority benefits and determine who would be the appropriate owners for them.

## Measuring the Benefits (slides 9 to 10)

* At this point of the workshop there should be a prioritised list of benefits that have been classified, with details of potential owners assigned to them.
* You may want to split your group in to two or more subgroups, depending on numbers.
* {**ACTIVITY**} Each group should take a group of benefits and discuss potential measures, including baselines and any current reporting on the same area.
* Outputs from this section should include potential measures, and suggested contacts to support the quantification of the benefits.

## Next Steps (slide 11)

* Next steps should be delivered by the SRO / project representative.
* Next steps should include:
* Stakeholder management
* This will be done by the project either at a further workshop with the key stakeholders present or separately but in consultation with the key stakeholders.
* Measurement, ownership and realisation
* Potential owners (if not in this workshop) should be approached and discussions held to agree how they will own, and realise their assigned benefits.
* Actions identified to baseline and quantify benefits should be undertaken with the relevant experts.

# Summary

As mentioned above, the sessions you deliver do not need to mirror the guidance within this document. The size of your group, the stage of the project, the time allocated for the workshop and your preference in how this fits with your facilitation style will all have an impact on the look and feel of your workshop. The ultimate aim is on the end result and the output from the workshop.

# Appendix 1

Facilitating meetings and work groups – E-Learning

Description: You will learn techniques to start and end meetings for groups of various sizes and purpose. By learning why, when and how to intervene in meetings, you will establish ways to get groups to work through the problem-solving process so they can agree and make sustainable agreements and decisions. You will finish this course by learning how to end meetings and, with action items assigned, everyone knowing what the meeting accomplished and what they need to do next.

<https://civilservicelearning.civilservice.gov.uk/learning-opportunities/facilitating-meetings-and-work-groups>

# Appendix 2

**Benefits Workshop**

[Date]

[Venue]

**AGENDA**

**Aim**

To manage the benefits identified for the XXX project and classify, prioritise and plan to measure those which are the most important for delivering the vision and addressing the strategic drivers.

**Objectives**

* To transform the benefits map from Module 1 into a plan for realisation
* To classify and prioritise the benefits
* To identify who will own and be responsible for realising these benefits
* To understand how these benefits can be measured and who can help provide that information

|  |  |  |
| --- | --- | --- |
| Timing | Item | Lead |
| 10.30 to10.40 | Welcome and introductions  | Project Sponsor |
| 10.40 to 11.00 | Recap of Module 1 | Benefits Manager / Facilitator |
| 11.00 to11.30 | Benefits classification | Facilitator / Economist |
| 11.30 to12.00 | Benefits prioritisation | Facilitator |
| 12.00 to12.15 | Break |  |
| 12.15 to 12.35 | Benefits ownership | Facilitator |
| 12.35 to 13.00 | Benefits measurement | Facilitator / Economist |
| 13:00 to13:30 | Next steps and close | Facilitator/Sponsor |

# Appendix 3

|  |  |
| --- | --- |
| **Type** | **Definition** |
| Monetised - Reducing Spend | A reduction in the cost of or increased revenue from public service, as a result of a successful delivery of a project * Contributes to reducing the departments spend.
* Includes both those outcomes which lead to a reduction in the level of public service (a “cut”) and those which do not (an “efficiency”)

**For the purposes of recording and reporting on benefits under the Home Office Benefits Framework – Benefits that meet the above criteria will be recorded as “Monetised – Reducing Spend”. However, in the Economic case these will not be classified as benefits and will be calculated as a negative cost.**  |
| Monetised - Not Reducing Spend  (Efficiency) | A financially quantifiable benefit which does not contribute to reducing the a departments spend* Time savings or achieving the same level of output from a reduced number of staff
* Typically this is due to either
* spend-reducing benefits being re-invested into other departmental activities i.e. Efficiency benefits.
* reducing the risk of future expenditure resulting in a reduction of held provision
* Reinvested Benefits - Savings are measured as a hypothetical reduction in Programme, Administration or potentially Capital spend which was reinvested in the Department i.e. an Efficiency saving.
 |
| Monetised - Economic | An increase in the economic performance for the UK generally as a result of the successful completion of the project* Examples might include:
* Prevention of fraud through better biometric technology
* Prevention of crimes through biometric data sharing
* Reduced illegal migration
* Measuring economic benefits effectively can be very hard, as they typically have the most external factors influencing their outcome
* Established methodologies for assessing economic outcomes for the wider UK public can be obtained from the Economic Assessment Unit, HM Treasury and other public economic bodies, such as the ONS, OBR or Bank of England
 |
| Non-Monetised - Quantitative | Quantifiable project outcomes which are not financial in their nature**Examples*** To government
* Productivity improvements (doing more with the same)
* Higher customer satisfaction ratings
* Private sector partners
* Productivity improvements (doing more with the same)
* To wider UK economy
* Reduced number of traffic accidents
 |
| Non-Monetised - Qualitative | Project outcomes which are best described qualitatively.**Examples*** To government
* Higher levels of staff skill
* Private sector partners
* Prestige of helping to deliver the project successfully
* Improved staff knowledge and skill sets
* To wider UK economy
* Improved national security
* Prevention of terrorist attacks
 |
| Monetised - Recovery | Although rarely identified from Home Office projects. The Cabinet Office gives the following guidance for benefits received by a private sector partner.* Recovery by a private partner from efficiencies delivered by the project
* This should be contrasted with situations in which private partner recovery is obtained directly through payment by the Government
* Knowing the scale of this recovery is essential both to assess the outcome of the project, but also contributes to the Government’s ability to act as an intelligent customer
* Two problems can arise through private partner recovery:
* The private partner is over-compensated for the value of the services being provided and the public money is wasted
* The private partner is under-compensated for the value of the services being provided, and their business case is no longer viable.
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