

# 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

# Evaluation Framework Overview – Benefits Management

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

## Definition of a 'benefit'

“The quantifiable and measurable improvement resulting from an outcome which is perceived as positive by a stakeholder and which will normally have a tangible value 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.

# 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

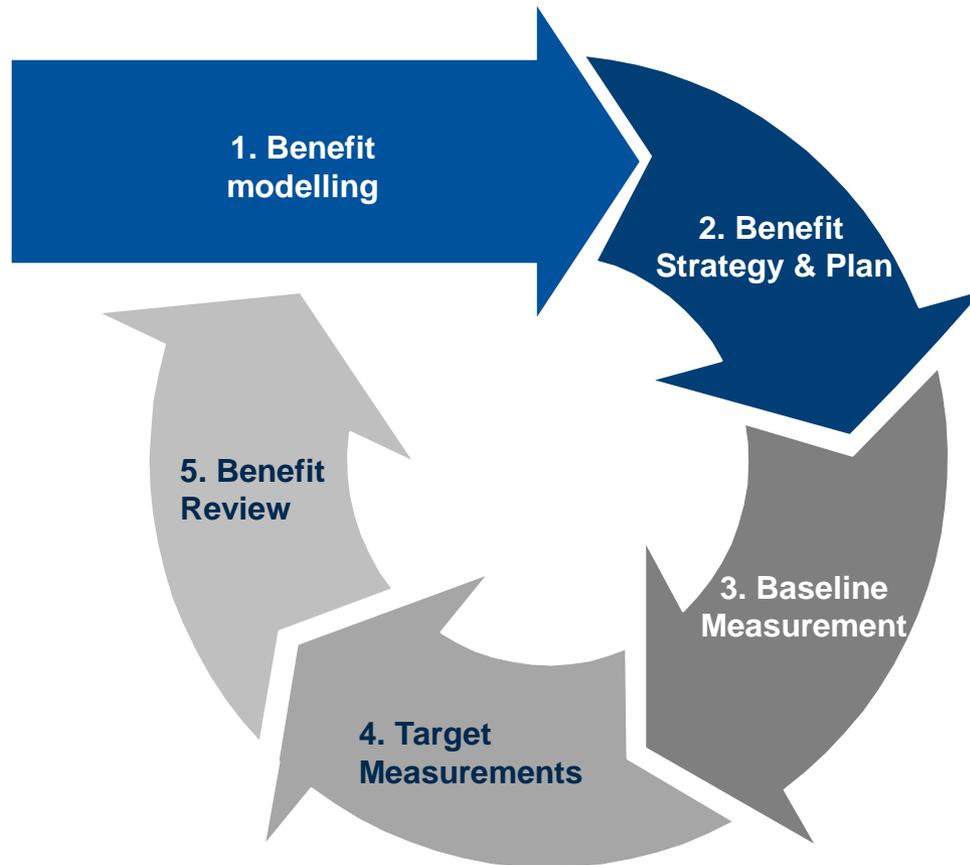
## **What it is**

- Impact driven
- Outcomes focused
- Measuring perception and cultural change not inputs
- Bold

# Evaluation framework – lifecycle

# 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.

# Future Council Programme – Evaluation model

# Future Council Programme – Evaluation Model

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

DELIVERABLES ARE DELIVERED THROUGH PROJECTS AND PROGRAMMES		OPERATIONAL AND STRATEGIC BENEFITS ARE REALISED THROUGH EFFECTIVE CHANGE MANAGEMENT INCLUDING APPROPRIATE OWNERSHIP OF BENEFITS ACROSS BUSINESS AS USUAL												
TIME / FOCUS														
Enablers/ Program Outputs - are tangible outputs, capabilities or deliverables together 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 where possible.								Strategic Benefits - are Council Level Benefits showing alignment with the Strategy and Business Plans. Extracted from the Birmingham City Council Business Plan 2015 +				
Evaluation Model														
Sub-Programme / Programme	Enablers / Programme Outputs	Ref. No.	Benefit / Outcome / Impact on Business	Type	Owner	Operational Benefits		Baseline	Long-term Target	Measurement Frequency	Benefits Realisation Timeline	Evidence	Strategic Benefits	
						What	How							
Forward The Birmingham Way	Defining our New Culture	FTBW 1	New BCC working culture/role model driven workforce/positive attitude focused staff	Financial (Non-Cashable)	MT/ITM	Satisfaction Surveys, 360 Outcomes, my appraisal outcomes, employee survey feedback	Behavioural Observation	Staff Surveys and 360's underway to find Baseline, exercise to be repeated Feb 2016	TBC	Annually	Apr-16	Outcome of Staff Surveys, 360 Appraisals	Roles, responsibilities and culture	Recognition that our own behaviour needs to change.
			New working culture/modular development programmes/officer proposals	Financial (Non-Cashable)	MT/ITM	New member portal creation, member /officer development monitoring. Analysis need assessment	Behaviour observation for both: Activity Plans, survey feedback	Member officer development work to be baseline through observations and interviews (Oct-Nov)	TBC	Annually	Apr-16	Activity Plans, survey feedback review		A solutions-focused, 'can do' attitude to the challenges ahead.
Forward The Birmingham Way	Re shaping and resizing the workforce	FTBW3	Cost effective workforce/skills and size of the workforce forms part of the long term financial planning work and resource plans	Financial (Cashable)	CW/JH	New employment model, workforce plans	New employment model, workforce plans, in line with operating model	Current Council structure and job role evaluation	TBC	Annually	Apr-16	New operating model, workforce plans		Deliberately creating a more positive narrative for the council and the city.
Forward The Birmingham Way	HR business support for delivering the children's services improvement plan	FTBW 4	Reduction in workforce percentage turnover, Increased percentage of staff retained/retention, increased number of employed permanent social workers as a percentage of required permanent employees.	Financial (Cashable, Non-cashable)	HFA	Workforce planning strategy	Outcomes from planning and strategy measures put in place	Data to be added regarding % staff loss	TBC	Annually	Apr-16	Children workforce strategy output plan	Transparency in decision making and willingness to listen and act on feedback.	

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.

# 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
<b>Ref. No.</b>	COM 1 etc.	To enable better tracking of benefits across Programme and Sub-programmes
<b>Benefit / Outcome / Impact on Business</b>	Description of the operational benefit	They are Functional or Operational (Day to Day) Benefits that impact on the business
<b>Benefit Type</b>	Financial (Cashable) / Financial (Non-Cashable) / Non-Financial	To enable the tracking by the Project Sponsor, Programme Manager and Benefits Manager.
<b>Owner</b>	Named individual	To ensure the benefit is tracked through to delivery, it is important to assign an owner with sufficient authority.
<b>Measurement (KPIs) – What?</b>	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.
<b>Measurement (KPIs) – How?</b>	How will the benefit be measured?	Define the metrics by which the benefit KPI will be measured
<b>Baseline</b>	The as-is measure	The value at programme start to enable the change to be measured against a starting point.
<b>Long-term Target</b>	The to-be target measure	The value the programme is aiming for to enable the measure to be evaluated at the end.
<b>Measurement Frequency</b>	How often will the measurements be taken?	The frequency of the measurements after the first baseline is taken, to show on-going progress
<b>Benefits Realisation Timeline</b>	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.
<b>Evidence</b>	Justification for any forecast in the measures changing	i.e. what is the evidence that doing X will result in KPI changing by Y?

# 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.

# 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