

NOTICE OF MOTION – CLLR D ROBERTS – BENEFITS MANAGEMENT

Executive Summary

At its meeting on 31 March 2022, the Council referred the following Notice of Motion to the Executive.

Councillor D Roberts

“The council undertakes programmes of work to deliver benefits to the borough and controls are put in place to ensure the work is delivered on time, on budget and to scope. Whilst delivering to scope should result in the delivery of benefits, it may not always be the case. Complex projects spanning many years can require interim decisions to balance budgets, timescales, and scope because of issues arising throughout the life of the project.

This council is committed to both best practice and transparent project reporting including benefits tracking from the point at which it is considered for approval by members through to the conclusion and delivery of the project.

This council will therefore investigate how it will implement benefits management on all major projects as part of existing standard project controls such as risk and issues management.”

Officer Comment

“Benefits Realisation forms an important part of the Council’s project management solution. Prior to authorisation, every project must complete a detailed business case (called the Project Workbook) which is broken down into four stages - 1. Project Initiation, 2. Start-Up, 3. Execution and 4. Closure. At stage 1 all project benefits should be listed, and at stage 2 further thought should be given and recorded as to how each identified benefit should be measured/monitored throughout the life of the project. At the end of every project the closure stage must be completed at which time benefits should be measured and assessed as to whether anticipated targets have been met. At every stage the Project Workbook is scrutinised by the Project Support Office and signed off by CLT.

We will include the potential for more clearly articulated benefits management as part of the ‘Green Book’ Performance Management review.

Following discussion with Officers, Councillor Roberts has suggested an amendment to the wording of his Notice of Motion. The Executive is invited to recommend the revised wording to the Council.

Revised Motion:

Councillor D Roberts

“The council undertakes programmes of work to deliver benefits to the borough and controls are put in place to ensure the work is delivered on time, on budget and to scope. Whilst delivering to scope should result in the delivery of benefits, it may not always be the case. Complex projects spanning many years can require interim decisions to balance budgets, timescales, and scope because of issues arising throughout the life of the project.

This council is committed to both best practice and transparent project reporting including benefits tracking from the point at which it is considered for approval by members through to the conclusion and delivery of the project.

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This council will therefore investigate how it will improve its current benefits management practices to ensure that changes to benefits are tracked during the execution phase and reported to any council meeting in which project decisions are being made or project updates are being received by members. Also to report back, to full council, an analysis of any differences to the benefits captured at the time the project was approved against benefits realised at project closure.”

Background Papers: None.

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