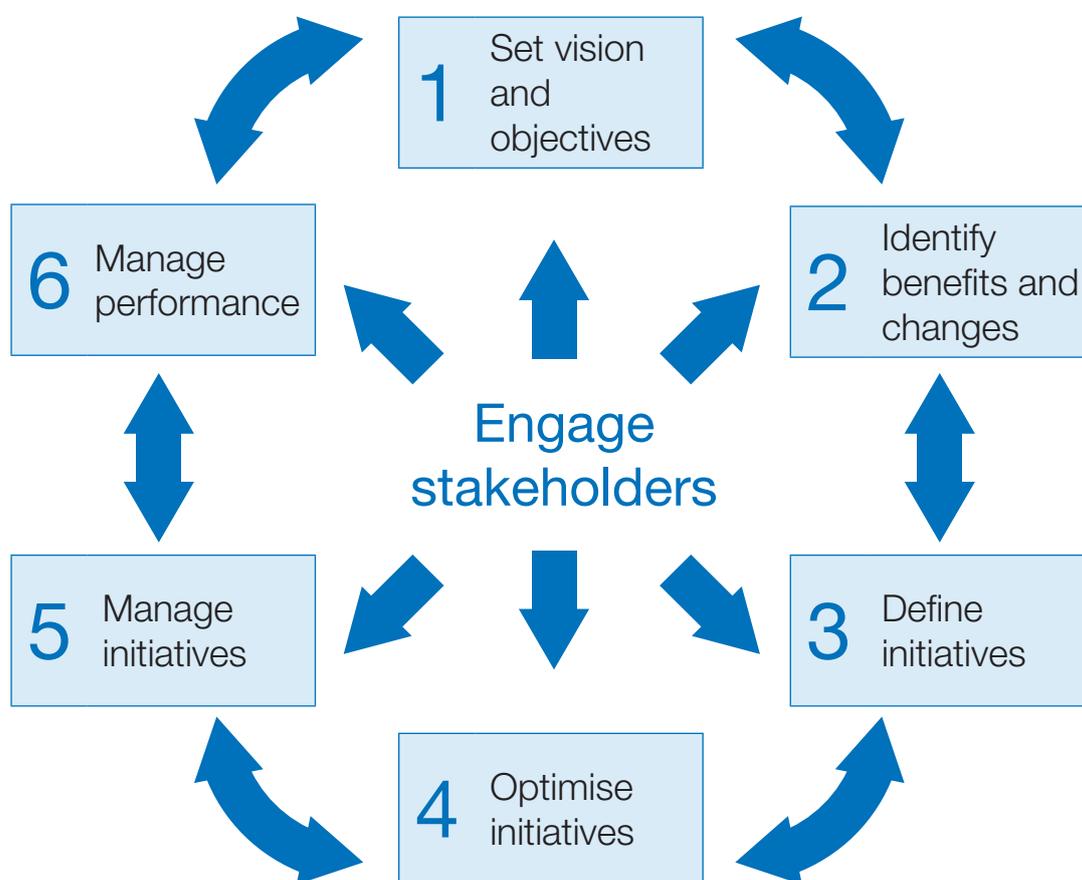


# Six stage Benefits realisation model (BRM): Populated model



## 1. Set vision and objectives.

Stage requirements	What we did	What we created
Aim to clarify the drivers that have triggered the need for change.	<p>The partnership has a shared need to ensure that social work managers within the partner local authorities (LAs) can engage effectively with the Professional Capabilities Framework (PCF) and incorporate it successfully into CPD-related activities.</p> <p>Whilst it was clear from the outset that all partners were at different stages of implementing the PCF in their LAs, all partners are looking to develop the competence of SW managers in using the PCF.</p>	

## 2. Identify benefits and changes

Stage requirements	What we did	What we created
<p>Identify the primary objectives and how you are going to meet them.</p>	<p>The Partnership worked on the development the PCF project tender document to establish the primary objectives we wanted to meet.</p> <p>Although the overarching aim will mean slightly different things to those in the partnership, all partners want their managers to have the knowledge, skills and ability to use the PCF in assessing and developing staff.</p> <p>Individual CPD officers were responsible for engaging senior managers and aligning the project to organisational objectives.</p> <p>One of the key advantages of using the BRM is that the partnership was required to consider in great detail, from the outset, what it hoped to achieve, engaging with stakeholders to ensure that these were aligned to wider organisational goals.</p>	

## 3. Define initiatives

<p>Define exactly what you are planning to do, how you're going to do it, how you'll measure it</p>	<p>We conducted a thorough benefits mapping exercise with the appointed training provider to establish detailed objectives for the training. We also agreed to recruit managers on to the course and discussed the need for champions to assist with embedding the learning that managers will undertake.</p>	<p>The benefits mapping exercise</p>
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## 4. Optimise initiatives

<p>Look at how activities can be combined to maximise benefits</p>	<p>We looked at how we could train PCF Champions from each organisation who could help embed the learning that the managers would undertake. It was agreed that PCF champions should be trained in advance of the manager's training. Each local authority looked to establish where in the process they are in embedding the PCF and how this training complements other in-house initiatives.</p>	<p>Questionnaire link</p>
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## 5. Manage initiatives

Stage requirements	What we did	What we created
CPD activity takes place	<p>Champions training began in March 2014 and the manager courses are scheduled to run later in the year. All bookings will be held centrally. Each partner will ensure that the pre-course questionnaire is completed at booking stage and this will be forwarded to the lead borough for collation.</p> <p>Questionnaires to be used with the delegate supervisors and a direct report (mini-360degree).</p>	

## 6. Manage performance

Monitor and report on the benefits	<p>Reports to be collated and analysis undertaken to examine which benefits have been realised at post-course level and then which are sustained in the longer term.</p> <p>Focus group to be held with delegates of training.</p> <p>We will also need to reflect on what the partnership, or individual LAs in the partnership need to do to, to address any missed benefits.</p>	
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