

One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet, based on the Spotlight 'Value for Money,' will help you focus on value for money, using the 4E framework in your organisation, and the role of leadership in ensuring that value for money programmes stay on track and achieve the intended results.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

What is Meant by Value for Money (VfM)?

Value for Money isn't just about saving money, it is about ensuring that the business is efficient, effective and economical in its use of resources. **Using the space below, write your own definition of 'Value for Money':**

The 4E Framework

A common framework used for VfM is the 4E approach, which provides analysis shaped by Economy, Efficiency, Effectiveness and Equity.

Complete the 4E framework below to provide examples of how each criterion is used, or might be used, in your organisation to secure Value for Money:

Economy	Efficiency
Effectiveness	Equity

Using the examples from the previous task, now complete the 4E framework on the next page to explain how each element of the framework is monitored and how this is done to make more informed decisions on performance improvement and associated costs.



Worksheet

Delivering Outcomes: Value for Money

Economy

Efficiency

Effectiveness

Equity

Now identify one improvement that you feel could be made to the monitoring of a criterion:

Leading Value for Money

Strong leadership is required to ensure that VfM programmes stay on track and achieve the intended results. In terms of your own leadership behaviour, **reflect on the following:***

How do you ensure expectations are set and the appropriate staff are accountable for efficient and effective use of the resources they use?

How do you ensure transparency when integrating VfM practices so that your decisions will stand up to scrutiny?

How do you engage staff by keeping communications to the team on VfM simple?

How do you concentrate on key risks – those that have significant impact if not managed?

Now outline below two actions that you will undertake to further enhance your VfM leadership skills:

Review Write a tweet to explain to why an understanding of organisational culture is important for an effective Value for Money initiative:

*Adapted from: Mango and the Value for Money Learning Group of PPA Learning Partnership (2016) **Assessing and Managing Value for Money: Lessons for NGOs (Summary Paper)**

All references are cited in The Institute of Leadership (2018) 'Spotlight on Value for Money'

Achievement – Delivering Outcomes – Value for Money

Published by The Institute of Leadership 2020 © The Institute of Leadership

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