

Client need

This London Borough had made significant changes to their corporate processes including budget setting and management, risk management and business planning. However, these processes were not being applied consistently across all parts of the Council and that this was leading to a reduced ability for senior management to manage the council effectively at both an operational and strategic level.

maltway approach

We were engaged by the Council to develop a suite of training programmes that would:

- improve the quality of budget setting and management, focusing in particular on the “Star Chamber” process for growth and savings bids
- provide managers and key staff with the knowledge and skills to provide more meaningful risk management information and thereby make more consistent and informed business and service decisions
- give participants the knowledge and skills to develop business and service plans that reflect the council’s strategic aims and enable them to manage their services more effectively.

In working with stakeholders we identified that the training needed to provide participants not only with the critical knowledge of the processes to enable them to comply, but also allow them to develop the skills to carry out their responsibilities more efficiently and effectively.

It was essential therefore that the training should be highly interactive and the exercises and case studies used should reflect as closely as possible the situations that participants would encounter in the workplace.

Outcomes

After more than 30 training events across the 3 training programmes, feedback has been consistently strong both from participants and other stakeholders.

Participants overwhelmingly reported that their objectives in attending the courses had been met. Senior management, including the chief Executive and Director of Resources provided positive feedback on the quality of both business plans and Star Chamber submissions and cite the training as contributory factor in the improvement of the Council’s CPA Use of Resources over the period.