

Client need

Our client has put in place a Value for Money transformation project to change fundamentally the way their services are organised and provided, while delivering on the Government's efficiency agenda. To help enable this change, maltway were engaged to develop and deliver training to roll out to service managers and their teams.

maltway approach

Many service managers and staff view VfM at best as being relevant only to major systems or process change or at worst as a cost-cutting exercise. Our training needed to break down this barrier and get participants to relate VfM to their day-to-day operational decision making.

Our approach was to roll out a short (half-day) tailored workshop attended by one or two service teams at the same time. Following a short quiz to engage participants and fill in knowledge gaps the workshop follows the classic consulting model:

- **Where are we now?** Participants work with key benchmarking data for their services to see how they compare with peers and where they sit on the Council's "strategic compass" (mapping quality of service against cost of provision)
- **Where do we want to be?** The teams identify, in line with Council priorities, where they want their services to be positioned in 2 and 5 years time
- **How are we going to get there?** They develop practical steps, short and medium term, to help achieve their outcomes.

Outcomes

The workshop acts as a primer for in depth VfM reviews conducted with the Council's VfM transformation consultants. Specifically the workshop has:

- Raised awareness of VfM as a Council priority and supports a culture of putting VfM at the heart of everything the Council does
- Increased support for the Council's VfM initiatives
- Simulated the process of undertaking a VfM review
- Stimulated service teams to look much more carefully at benchmarking.

Typical of participant feedback is this comment: "Great workshop, this will help me to raise VfM with my team and ensure it is embedded in our decision making processes".

Additional information

VfM forms an important link between budget setting, budget management and service planning and elements of this course. The flexible, workshop style of the course allows it to be adapted for both front line and back office services as well as looking to how finance can support service line VfM initiatives.