Business Change Mandate (Including Budget Mandates) Proposal Number: B3
Title: Training Service Consolidation

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	Peter Davies
Date	14th September 2015

How much savings will it generate and over what period?
Targeted recurrent annual savings of £50,000 with effect from 1st April 2016. Note that this is an outline mandate. The full mandate and business case will be developed and finalised in time to allow implementation for 2016/17.

Directorate & Service Area responsible
This mandate concerns the consolidation of the Authority's existing training functions into one consolidated offer. The People Services department in the Enterprise Directorate is taking lead responsibility for delivery of the mandate.

Mandate lead(s)
Peter Davies – Head of Commercial and People Development

Final mandate approved by Cabinet	**Date:**

1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?
The Authority has a number of training functions that currently operate autonomously, each with its own training resources to oversee the administration and delivery of training as well as to drive external income generation from selling training externally.

What evidence have you got that this needs to be addressed?
As stated the training offer from the Authority is delivered in a disparate fashion. A training network has recently been established and there was consensus agreement that there were opportunities to drive efficiencies and income generation opportunities through a more coherent and consolidated training offer.

How will this proposal address this issue
The intention is to create one training service out of the out of Corporate Training (Talent Lab), Leisure Training (MonAcademy), Community Learning, Raglan Training Centre and Youth Service Training. The proposal will look to identify the most optimum use of resources to deliver the Authority's training functions through optimum use of training administration and resources, cost effective training delivery methods, effective use of training venues and the improved marketing of the training offer such as to stimulate increased external training income. The proposal will also look to remove any duplication in training courses that are currently being provided (e.g. first aid training).

What will it look like when you have implemented the proposal
There will be one overarching marketing and brand strategy in place for training being delivered by the authority. The strategy would go hand and hand with the consolidation of the various training functions. Consolidation does not necessarily mean that there will be one single training function but an acceptance that there are opportunities to deliver savings through the most effective and optimum use of resources.

Expected positive impacts
There are multiple positive impacts from the creation of one training provider. As stated above benefits will comprise optimum use of training administration and resources, cost effective training delivery methods, effective use of training venues and the improved marketing of the training offer such as to stimulate increased external training income. The proposal would also look to remove any duplication in training courses that are currently being provided (e.g. first aid training).

Expected negative impacts
Care will need to be taken to ensure that the existing individual training offers being successfully delivered are not negatively impacted whether in terms of the training quality, brand reputation, scope for income generation etc. Consideration also needs to be given to the budget pressures being managed currently in a number of the training functions including Community Learning (loss of funding), Raglan training (income shortfalls) and the Youth Service (savings already identified from their training function).

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

	What savings and efficiencies are expected to be achieved?							
Service area	**Current Budget £**	**Proposed Cash Savings £**	**Proposed non cash efficiencies – non £**	**Target year**				**Total Savings proposed**
				16/17	**17/18**	**18/19**	**19/20**	
Various training departments*	TBC	£50k	To be confirmed	£50k	£50k	£50k	£50k	£50k recurrent savings

* Training departments included within scope comprise Corporate Training (Talent Lab), Leisure Training (MonAcademy), Community Learning, Raglan Training Centre and Youth Service Training.

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	**Reason why Option was not progressed**	**Decision Maker**
Do Nothing	Limited scope to deliver efficiencies and savings; greater potential for efficiencies and savings from looking at the recommended option above.	Peter Davies
Buy in training provision	The training functions are an asset to the Authority that can be capitalised upon	Peter Davies

from external providers	in terms of scope for income generation. There is however scope to look at buying in training provision where it is either more cost effective or training expertise is not held in-house. This will be a blended consideration within the option being recommended.	
Collaborate with other authorities or training providers	This option will be looked at as a potential future consideration. For 2015/16 the focus will be to ensure that a single training service delivers optimum savings. The opportunities for greater collaboration will naturally be explored in parallel with this mandate as timescales would not allow for this to be considered in 2015/16. It should be noted there are proposals already in place for the Social Care Workforce Development Partnership to move towards a collaborative solution.	Peter Davies

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
• Senior Leadership Team • Senior Management Team • Relevant Department Heads – as part of training network meetings that have been established as well as separate exploratory discussions.	Community Learning Youth Service Raglan Training Leisure (MonAcademy) Corporate Training	Various

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	17th Sept 2016	Awaited
Other Service Contributing to / impacted	17th Sept 2016	Awaited
Senior leadership team	17th Sept 2016	Awaited
Select Committee	To be confirmed	Awaited
Public or other stakeholders	To be confirmed	Awaited

| Cabinet (sign off to proceed) | 7th October 2016 | Awaited |

Will any further consultation be needed?		
Name	Organisation/ department	Date
Relevant teams / staff	Community Learning Youth Service Raglan Training Leisure (MonAcademy) Corporate Training	To be determined as part of development of business case

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Engage staff teams to discuss opportunities arising from the proposal	Peter Davies / relevant departments heads and training leads	September 2015
Mobilise a project team responsible for developing the business case for the proposals outlined	Peter Davies / relevant departments heads and training leads	October 2015
Undertake a review of the existing training functions to identify scope for quick wins and for recurrent cash and non-cash efficiencies through adoption of a 'whole system' approach	Project team	October 2015
Explore accommodation options	Project team / Estates	November 2015
Undertake market testing exercise to explore opportunities to increase external income potential	Project team	November 2015
Finalise brand and marketing strategy	Peter Davies / Project team lead	January 2016
Finalise the business case	Project team lead	February 2016
Implement proposals	Project team lead, relevant department heads and training leads	April 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Project team lead may need to be a part-time/full-time dedicated role for a period	Backfill may be required to cover for any suitable candidate	
Input from Organisational Development Manager to support mini 'system' review of training function(s)	Capacity of Organisational Development Manager to be reviewed	
Potential need for external advice in order to undertake market testing	To be managed from within existing budgets	
Graphic design and marketing input for training materials, web presence etc.	To be managed from within existing budgets	
Potential investment in training administration systems	Bid may need to be considered from ICT reserve. Any annual software maintenance and licence costs to be managed from within existing budgets	
Potential investment in revised accommodation options so that they are fit for purpose	Dependent on level of costs identified	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Cost of training per delegate	TBC							
Budget	Income generation	TBC							
Process	Accommodation utilisation rate	TBC							
Staff	Instructor performance / course feedback	TBC							
Customer	% Increase in skills/learning	TBC							
Customer	Customer satisfaction	TBC							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the council's policy.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Suitable and affordable accommodation not available to meet needs	Operational	Existing accommodation is too costly in some areas and may not be available in future as a result of the next phase of the Strategic Accommodation Review	Likely	Substantial	Medium	Creative solutions to be sourced that all shared used of accommodation	Low/Medium
Insufficient external demand for training	Operational	Shortfalls against income targets have occurred.	Possible	Substantial	Medium	Market testing exercise to be completed; Branding and marketing advice to be received	Low/Medium
Staff don't have access to e-learning and	Operational	Only a half of the workforce currently have access to the	Almost certain	Moderate	Medium	Identify solutions by which all staff have a means by which they can access the Authority's training materials and any e-	Low/Medium

training materials on the Intranet		Authority's network and intranet				learning/audio/video material. Currently being explored corporately.	

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the £50k savings identified can be achieved over and above existing budget pressures being managed	Business case to take account of budget pressures and plans in place to address and mitigate pressures	Peter Davies

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
On a quarterly basis following implementation from 1st April 2016 as part of ongoing performance monitoring; Formal reviews on an annual basis.	Peter Davies – Head of Commercial and People Development