

Case Study: Flagship Training Ltd

Introduction

Flagship Training Ltd, now part of Babcock International, is a leading provider of military and maritime training solutions. They are the Royal Navy's (RN) chosen partner in the delivery of its training; from naval recruit basic training to advanced maritime warfare training. They employ 1,500 employees who work alongside the Royal Navy and the MOD as 'one team'. They are partners in stewarding the Royal Navy's ethos. The main RN training establishments are at HMS Raleigh, HMS Collingwood, HMS Sultan and BRNC Dartmouth – see yellow markings.



Flagship have to manage a wide range of training services and facility support services previously run by the Navy or MOD, at reduced cost, but to the same high quality standards. Flagship services include training delivery, training design, training planning, media services, facility/building operation and maintenance, administration, hotel services, catering, cleaning, grounds and buildings maintenance, naval stores services and transport. Through their unique partnering arrangement, they are also able to offer Royal Navy branded training to other naval, maritime and commercial customers.

The challenge

Flagship's central contract with the Royal Navy requires them to meet tough service level requirements and strict financial saving gateways every year. Although substantial internal cost cutting exercises had been completed the next major financial gateway was looking difficult, £6M savings was needed within the next 6months!

The Goal

Tricordant were asked in to help them to rapidly make a breakthrough in efficiency through applying a 'whole systems' approach to their service provision and organisation design. Flagship did not just want to carry on shaving percentages off everything until services started to suffer; they wanted a 'wholesome, intelligent and professional' approach which would leave them healthier rather than just thinner.

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The Approach Used



Tricordant worked to an intense and deliberately tight 6-week programme culminating in a 3-day 'Rapid Improvement Event' (RIE) staged in the Officers Mess at HMS Collingwood. The Tricordant team spent 4 weeks in preparation visiting all the sites, interviewing staff at all levels from Base Commander to kitchen cleaners, mapping the main processes and understanding their unique organisation

and relationship with the Royal Navy. A final week of preparation involved the Tricordant team analysing their findings and starting to apply the Tricordant approach and tools to derive simple 'guiding principles' to take to the RIE event to help the Flagship managers unlock the way forward and make a significant step-change in efficiency and effectiveness.

The Rapid Improvement Event itself was a tough 3 days for all concerned with the Operations Director said no one was to leave until a viable solution was found. A cross section of the company (c.20) were invited to the workshop, ensuring all voices were present and heard. The organisational analysis was reviewed and further analysis added, and the challenge was set - a daunting financial target to achieve while creating a 'wholesome, intelligent and professional' organisation. The attendees were trained to apply the Tricordant organisation design approach to radically redesign the organisation. A set of design principles co-created based on the organisations strategy and future needs before high level organisation design options were considered with the most viable future design selected. Further levels of detail were then worked through with saving opportunities calculated live by finance and the associated implications captured by HR. The Friday afternoon focussed on the plan of action to deliver the savings with announcements and implications sent out the following Monday. The new organisation design was implemented within a 3-month period and £6.5M savings delivered before the next savings gateway.



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