

TITLE	Change
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 17 March 2022
WARD	Non-Specific
DIRECTOR	Susan Parsonage, Chief Exec's Office

OUTCOME / BENEFITS TO THE COMMUNITY

Enabling the Directorate's to deliver large-scale strategic transformation programmes and projects to create better outcomes for our residents and staff.

RECOMMENDATION

The Committee is requested to:

- Note the approach to Change activity across the Council

SUMMARY OF REPORT

The Council's Business Change service supports the organisation to deliver strategic transformation linked to the Council Plan, through key Directorate led programmes and projects.

The Business Change service was formed in May 2019, implementing a new change and delivery framework.

The Business Change Service have established a Project Management Office (PMO) Framework and an organisational Change Gateway, which is the formal process to review business cases for change. This provides robust project management governance and triage's new change requests, to ensure strategic alignment to the Council Plan and supports robust business cases for change.

The Business Change Service has also developed WBC's first Graduate Academy, which has grown exponentially to the largest in the South outside of London. We are immensely proud to be training, mentoring, and coaching future local government leaders through placements in key transformational activity.

In 21/22, the Business Change service has been supporting key strategic transformation such as, the Adult Social Care Transformation Programme, the Equalities strategy, the Anti-poverty strategy, Covid Recovery Strategy, Corporate Transport redesign and the Public Protection service move from West Berkshire.

BACKGROUND

In response to the Council's need to continuously improve services for residents and businesses of the Borough, Business Change was formed as a service in May 2019. This new function was created to work differently from previous organisation wide transformation programmes (such as 21st Century).

The Council has made a strategic decision to introduce a new approach to Change Management that delivers effective change at an organisational and directorate level, this methodology has replaced the previous approach of traditional, large scale transformation programmes.

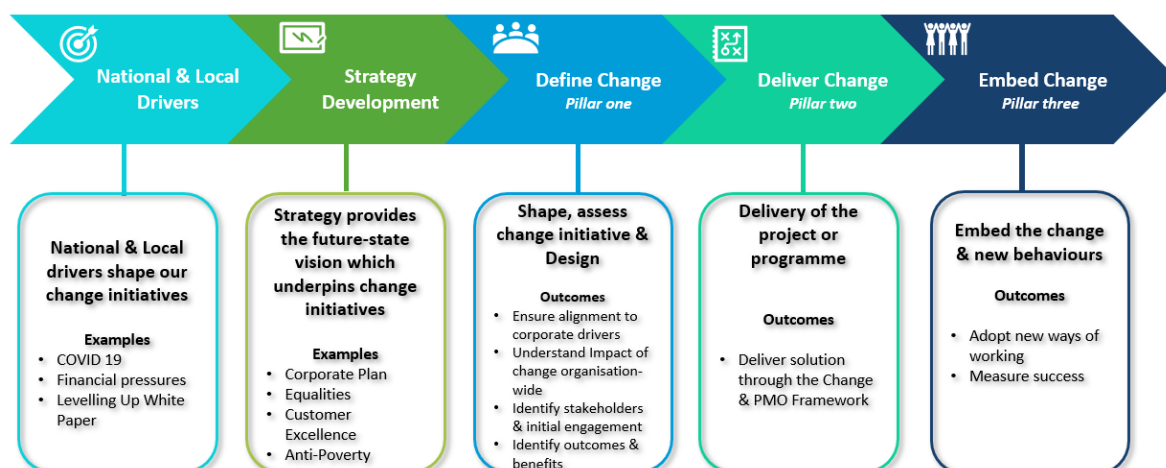
The Change Team is made up of Business Change Specialists, a Project Management Office, Business Analysts and the Graduate Academy.

Business Change supports continuous improvement in Directorates, led by the appropriate Directors, with each programme working on key priorities that will ultimately improve service delivery/achieve Medium Term Financial Plan efficiencies.

The Directorate led change portfolio is set by the relevant Director and linked to national/local drivers as well as key strategies. The project or programmes are aligned to corporate objectives and have Corporate Leadership Team (CLT) support.

In addition to Directorate led change programmes, the Business Change service also supports organisational wide priorities such as Workplace Reimagined/Equalities/Data & Insights which are sponsored corporately.

Change at WBC & our approach



Business Change Service has a Change Framework/Approach with three defined pillars of activity:

Pillar One – Define the Change - Working with directorates to scope and define their ideas into change initiatives/programmes, ensuring the impact of change is understood and that it aligns with the corporate objectives.

Part of pillar one activity can also include an element of 'Discovery' work, which is where the change management specialists will research best practice and analyse different approaches to achieve the change outcome.

During this process, it is also an opportunity to bring in the identified expertise from around the organisation to ensure the Business Case for change has the right governance & support in place to ensure a successful outcome.

Pillar Two – Delivering the Change - Once the scope has been shaped and the approach designed, we move into the delivery phase. This is supported by an experienced Project Management expert to ensure project structure and governance is in place to monitor delivery, track risks and benefits.

Pillar Three – Adopting and Embedding the Change – Project Managers and Business Change Specialists work together with the service to ensure the new initiative or change is embedded. This critical element of change supports the service to adopt and embed the new ways of working successfully.

Graduate Academy

The Graduate Academy is a new concept that has been developed by Business Change to onboard Local Government Association (LGA) National Graduate Development Programme (NGDP) participants within the Council. The Academy provides high calibre graduates into Directorates to support the leadership teams in achieving their corporate objectives through involvement in their transformation programmes.

The programme includes placements within each directorate, with the Graduates rotating on a 6-monthly basis. Each placement focusses on transformational project activity, with the benefit of getting hands-on experience in a raft of different directorates. In addition, the Graduates are given carefully crafted support, development, and mentoring.



Benefits

- Attracts a diversity of candidates to councils & Graduates have links with a wide network of peers nationally which provides them with learning opportunities across the sector. This not only enriches their experience but also brings a wealth of knowledge and best practice back to the council
- The Graduate Academy is a value for money way to deliver high calibre recruitment & provides WBC with a unique opportunity to grow its own future leaders by developing talent within the existing workforce
- Graduates are skilled, experienced, and resourceful employees who will support in the delivery of corporate priorities as well as embrace and effect change
- On the programme, graduates complete a masters level qualification in leadership and management. They put this theory into practice which opens doors for trainees to explore their own interests but also contribute significantly to internal learning and development with WBC

Key Achievements 2021/22

- In conjunction with the Adult Social Care (ASC) Leadership Team, Business Change has actively supported the redesign of the ASC Pathway, which improves the customer experience, by reducing hand-offs and instilling a more preventative approach to improve outcomes and better manage demand
- Business Change Specialists have trained ASC Social Workers in Strength Based Practice (which is a social work practice that is client led with a focus on

maintaining independence) and MINDSPACE (a behavioural science tool that helps embed change)

- Project Managed the creation of a Voluntary and Community Sector (VCS) hub which will continue to promote the strong working relationship the Council have built with the VCS.
- Working with Public Health to deliver projects that are linked to the Health and Wellbeing Strategy
- Led on the set up and delivery of the Surge testing & Vaccination efforts in conjunction with colleagues across the Council and Health
- Managed the redesign of the Corporate Transport Unit and project managed the transition to the new ways of working and service design
- Shaped the Covid recovery strategy through engagement with key stakeholders and research of best practice examples from across the country
- Project managed the delivery of the Year 1 Equalities Action Plan and supported the development of the Year 2 plan in line with the Equalities Strategy
- Supported the development and design of the new Public Protection/ASB service and continue to project manage this through to delivery
- Project managed the creation of the Anti-Poverty Strategy including supporting research into best practice and coordination of internal stakeholder feedback groups.

Forward look 2022/23

- ASC Transformation Programme
- Customer Excellence Programme
- Website Improvement Programme
- Data & Insight Programme
- Workplace Reimagined
- Anti-Poverty Strategy & Delivery
- Teams Telephony adoption
- Human Resources and Finance improvement programme
- LGA Peer Review Action Plan
- Arts and Culture development

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