

TRANSFORM

EMPOWER

NURTURE

SUCCEED

A programme for change



The reasons why?

- Reducing central government funding
- A growing funding gap
- Partner agency funding reductions
- Increasing demands on service
- Increased social, health and economic pressures faced by many
- A growing population
- An ageing population
- Increased customer expectation
- To maximise our income potential
- To become as efficient as we can be



Implementation plan

Phase 1

Sowing the seeds

Promoting the concept and vision for the programme.

September 2017 to November 2017

Phase 2

Cultivating the ideas

Shaping the programme, putting the people and pieces together.

December 2017 to February 2018

Phase 3

Harvesting the rewards

'Transformation Plan' presentation, programme implementation and execution.

March 2018 - ongoing

A programme for change



The vision

‘SUSTAINABILTY’



Sowing the seeds

- A fundamental step of the programme
- To promote the concept and vision for change
- Imagery, branding and promotional material
- Provide guidance and support for change
- Needed to involve everyone
- Presentation, briefings, 1:1's, team meetings
- Dedicated email address and webpage
- Make it easy for everyone to get involved
- Inform, assist, encourage and enthuse



The behaviours to nurture

- Insight
- Open mindedness
- Courage to think differently
- Inspiration of others
- Encouragement, support and praise of others
- Ownership and accountability
- Collaboration
- Innovation and creative thinking
- Perseverance
- A ONE TEAM approach



The steps to take

- Articulate and 'sell' the vision and need for change
- Take an 'outside in' perspective
- Take an 'inside out' perspective
- Consider the findings
- Establish the 'future state'
- Identify the opportunities
- Identify the roles and responsibilities
- Identify the What? How? When?
- Define the measures and roadmap
- Seek approval and implement the change

Successful organisations share a common trait – the ability to change when change is required.



The questions to ask

- Are the goals still the right goals?
- What's working well and what isn't?
- What would we like to change?
- What do we need to start doing, keep doing and stop doing?
- Could we benefit from service re-design?
- Could we benefit from greater use of technology?
- What is our base budget – why is this so?
- What costs can we reduce?
- Can we generate income or more income?
- What are we going to do about it?



Major initiatives

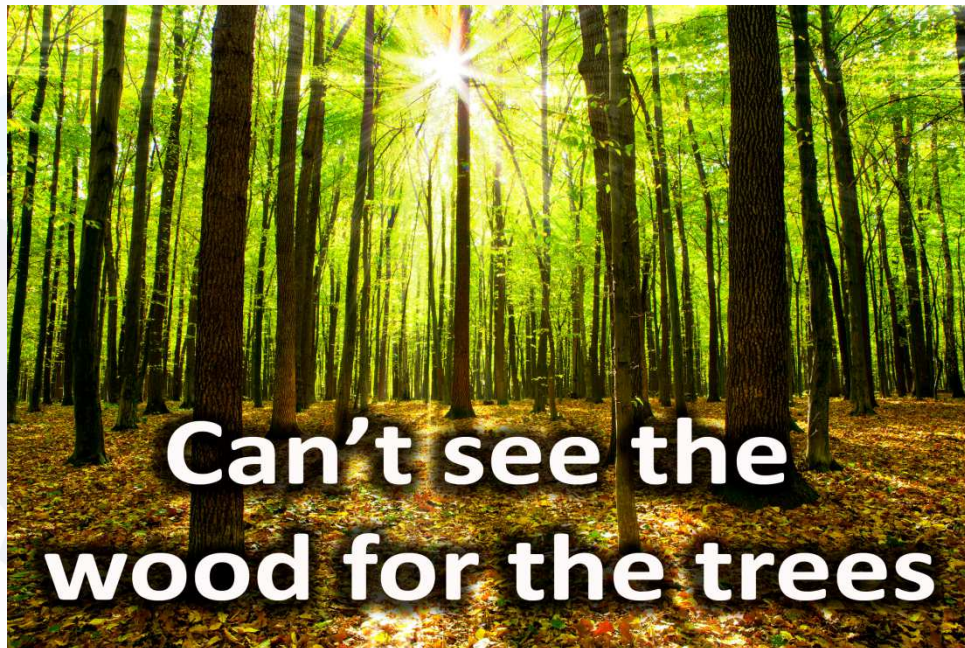
- Cost reduction
- Service re design
- Income generation
- Big hitters
- Game changers
- Major transformation
- Challenging the status quo
- Be prepared to think big





The smaller changes and ideas add up

- Many small scale changes
- Taking on the challenge in smaller chunks
- 'Can't see the wood for the trees'





Cultivating the ideas

- The commitment to change has been impressive
- Over 500 ideas, suggestions and proposals
- Mix of both larger and smaller scale
- Wide and varied
- Some 'acid testing' taken place
- Some are not viable
- Some minor will happen via operational management
- Some require more detailed work and business cases

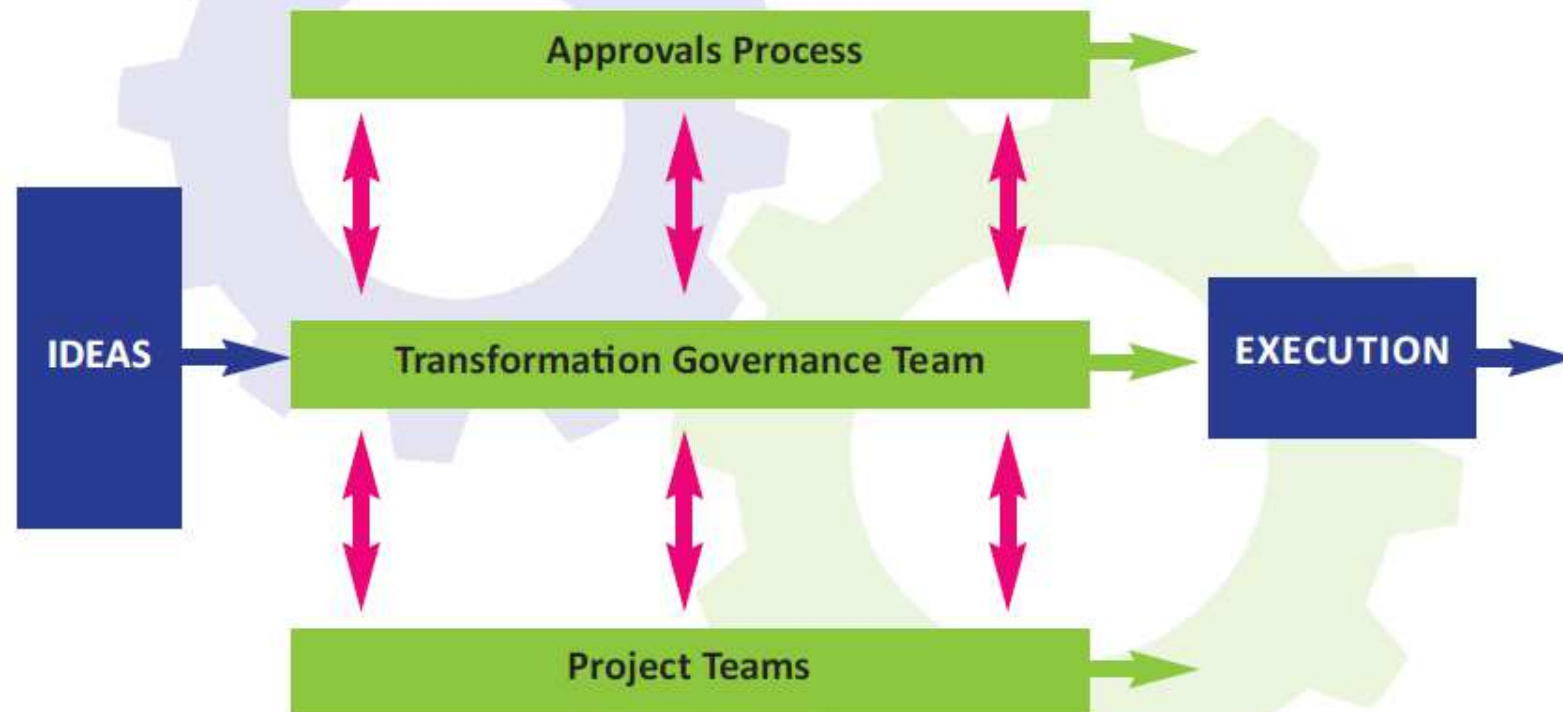


Harvesting the rewards

- The ideas process is understood, embedded and working well
- Staff engagement has been great
- A mechanism is needed to manage the change
 - To put the ideas into action
 - Colleagues need to see progress being made
 - The programme cannot be allowed to drift
 - The process needs to be clear and understood by all
- What happens to the idea once put forward?

Harvesting the rewards

The illustration details the 'what happens next?'



The establishment of a Transformation Governance Team will enable both Councils to manage, monitor and review the ideas being generated utilising.



Beyond our initial success – *change makers programme*

- Sustainable change is more about behaviour than process
- Sustained innovation, entrepreneurial spirit and attitude is required
- Need to develop and embed a coaching and training programme aligned to commerciality
 - Business diagnostics
 - Systems thinking techniques
 - Ideation
 - Change design thinking
 - Project management

Successful organisations share a common trait
- the ability to change when change is
required

Questions?

