



# Appendix A: New Change Service



# Who Are We

We exist to work with you to make Lancashire County Council's services effective, efficient and sustainable

We believe that by delivering the right services, to the right people at the right time, we can deliver better outcomes for residents for less.

Acting as an internal consultancy, we work with services to provide specialist expertise so that transformational changes are well designed and delivered.

We focus our work on the most significant priorities for organisational change, known as our Change Portfolio. This links to the key priorities in the council plan.

We work with services at every stage of the process, helping to define the case for change, designing the change, implementing the change and finally ensuring we deliver the anticipated benefits.

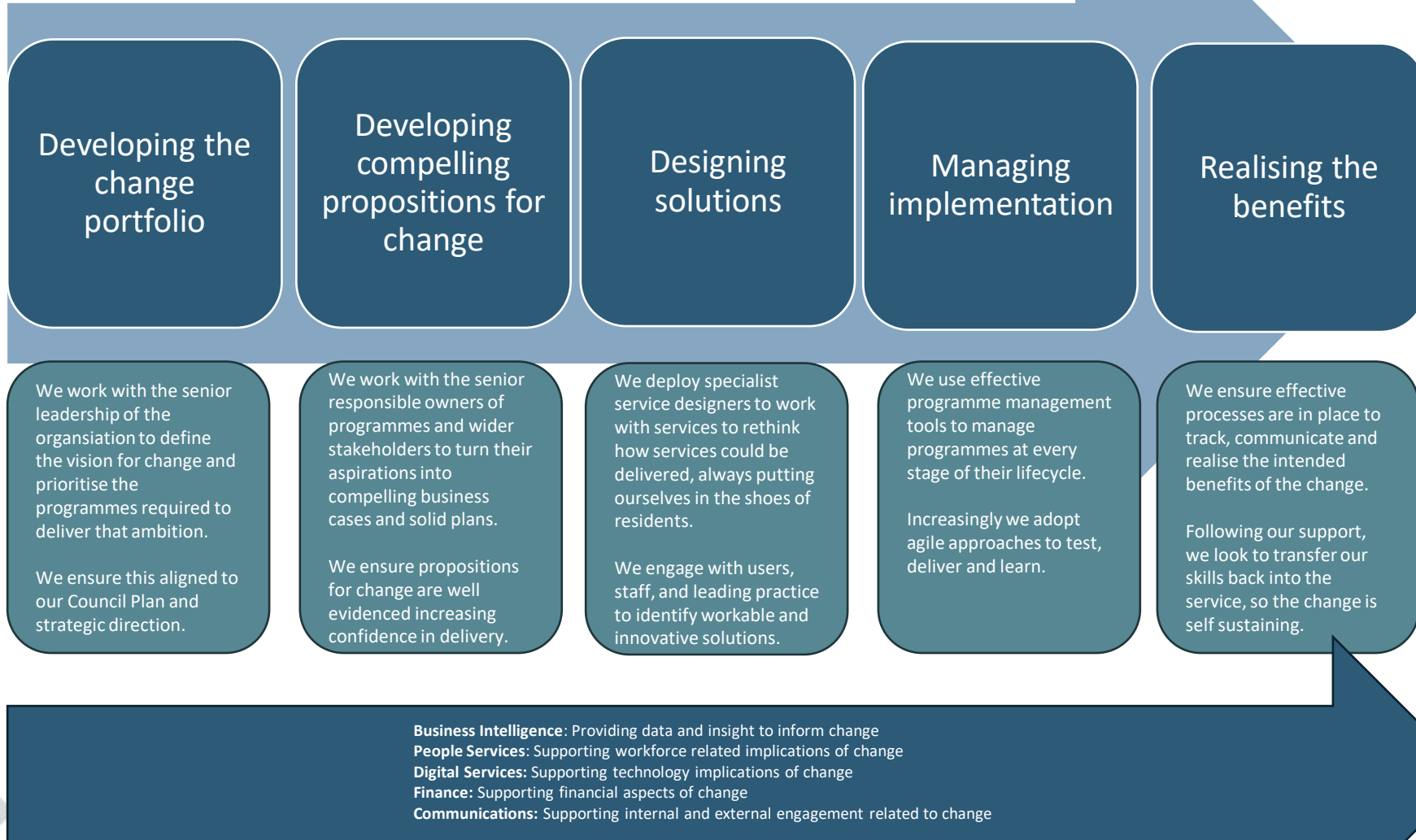
We are outward focused, identifying leading practice and always thinking about the difference we can make to deliver better outcomes for residents for less.

We are also believers in being agile and making things happen at pace.

Our success depends on collaboration with service users, services, frontline staff, and wider support services.



# Our Approach



We work closely with other services in the Resources Directorate to achieve the following



We will work as an internal consultancy, helping you to tackle the most challenging problems, with specialist support and a breadth and depth of expertise.



We will undertake benchmarking exercises to understand how your services compare against comparable organisations and best practice. We will underpin our recommendations with robust data insight.



We will act as a trusted and credible business partner, helping to understand your challenges, see the big picture, join-up corporate enablers and provide critical challenge.

# Our Skills

## Relationship Management

- \* Business partnering
- \* Horizon scanning
- \* Benchmarking
- \* Stakeholder engagement
- \* Subject matter expertise
- \* Best practice research

## Programme & Project Delivery

- \* Business case development
- \* Plan development and monitoring
- \* Benefits modelling & realisation
- \* Stakeholder management
- \* Risk and issue management
- \* Programme closure and

## PPMO

- \* Portfolio development & prioritisation
- \* Planning and resource management
- \* Standards and methods
- \* Analysis & reporting
- \* Quality assurance
- \* Change control

## Service Design

- \* Visualise systems
- \* Facilitate conversations
- \* Prototype solutions
- \* Customer journey mapping
- \* Identify blockers & opportunities
- \* Test & iterate





We will undertake user research with customers and staff to understand how we can provide our services more effectively. We will design solutions that are tested and iterated with them and will maximize use of our digital enablers.



We will work with you to develop robust business cases, which clearly articulate a compelling case for change, identifying the associated costs, risks and benefits of making the change happen.



We will develop and deliver plans for your strategic projects and programmes. We will provide accurate and meaningful progress reports, identifying problems at the earliest opportunity and escalating as needed to ensure successful outcomes.

# Our Skills

## User Research

- \* User-centered understanding
- \* Gather actionable insights
- \* Facilitate collaboration
- \* Design and conduct studies
- \* Inform decision making
- \* User-voice advocacy

## Business Analysis

- \* Investigate, analyse & understand
- \* Requirements gathering
- \* Benefits mapping
- \* Process mapping & modelling
- \* Options evaluation
- \* Data reviews

## Data Analysis

- \* Uncover patterns & trends
- \* Inform design & decision making
- \* Support benchmarking
- \* Visualise findings to 'tell story'
- \* Identify opportunities
- \* Monitor & evidence impact

## Change Management

- \* Develop a case for change
- \* Understand impact of change
- \* Evaluate effectiveness of change
- \* Assess readiness for change
- \* Prepare, equip and support
- \* Inform transition to BAU

# Accessing Our Support

Our strategic change portfolio is developed and agreed in collaboration with our Executive Directors in line with the policy priorities of Cabinet. The portfolio sets out the projects and programmes the Change Service will support, enable and deliver over the next few years and it linked to our corporate priorities and council plan. It is initially signed off at our Change & Digital Officer Board, then at Executive Leadership Team in consultation with Cabinet.

Resource is allocated to each project or programme and is coordinated centrally, with on-going dialogue with directors, throughout the lifecycle of the project or programme.

Any new asks for support from the service should come via Executive Directors in the first instance.

In early 2025, the service will begin a series of 'Change Clinics'. The aim is to equip and enable services to become self sufficient at managing 'local' change projects & empower managers and employees to navigate complex issues with our support and guidance.

If you would like to know more about the Change Service, please contact:

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