



Winchester City Council Case Study

Challenge

Winchester City Council (WCC) was looking for a supplier to modular entrepreneurship training programme as part of a new approach in delivering the council strategy. The modular entrepreneurship training programme will be provided to all staff of Winchester City Council, approximately 498 staff. WCC was undertaking a significant culture change process of moving its employees towards a mind-set of innovation and entrepreneurial thinking.

This was a significant investment in the development of the skills and behaviours of WCC staff. WCC had a new Council Strategy approved and the Council was searching for a programme that supported deliver these outcomes. The overall objective of the programme is to equip employees with skills and approach derived from the private sector in the effective delivery of services.

Solution

Fact-finding, data collation & analysis leading to the development of key themes and highlighting areas for interventions:

- 1:1 interviews with CEX, Directors, Senior Leaders/OD Leads/Programme Sponsors/Council Members/Authority staff using OD Diagnostic questions
- Facilitate OD Diagnostic Workshop with the Council Board - Facilitate diagnosis development session with Authority staff
- Review data such as absenteeism, turnover, staff survey results etc.

Delivering interventions to deliver the transformational change:

- Programme management
- Programme delivery
- Programme de-briefs
- Liaise with OD Leads and key Authority Stakeholders
- Support communications & engagement
- Performance reviews

Assessing the effectiveness of the programme/interventions:

- Review programme level evaluation criteria
- Explore analysis with Authority staff
- Outline recommendations and any new proposals
- Seek feedback and suggestions
- Analyse ROI/ ROE

Outcomes

Board facilitated sessions to identify the shared vision for how the council strategy will be enacted through the programme of development, what are the priorities, the challenges and the reality of how it needs to look by the end of the programme what as leaders do they need to do more of, differently, start doing and how will this be achieved. A second session will start to monitor what has changed, are the priorities still the same, what does this mean for the programme of work to ensure the shared vision is achieved.

A Programme of staff engagement events which will be attended by all Winchester staff at which individuals will invited be given the opportunity to understand what the council strategy means for them in their day to day roles. What are their concerns, what do they see as the opportunities, some innovative action learning about what needs to be different in the future and their role as individuals, teams and across the whole authority.

A series of action learning events for leaders and managers to work to complete a development programme which covers all aspects of commercialisation. The aim is to ensure that all managers and leaders in the council 'owning' and feeling equipped to take a commercial approach, not just colleagues in procurement, finance and asset management.

The development of a modular knowledge and skills training for staff with identified needs; we expect the modules to include areas such as:

- Performance management and improvement
- Understanding your supplier marketplace
- Risk management
- Creativity and innovation
- Negotiation skills
- Customer relationship management
- Change management