

Barriers to Change in the Public Sector

HAUC UK

25th April 2023



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A bit about me...

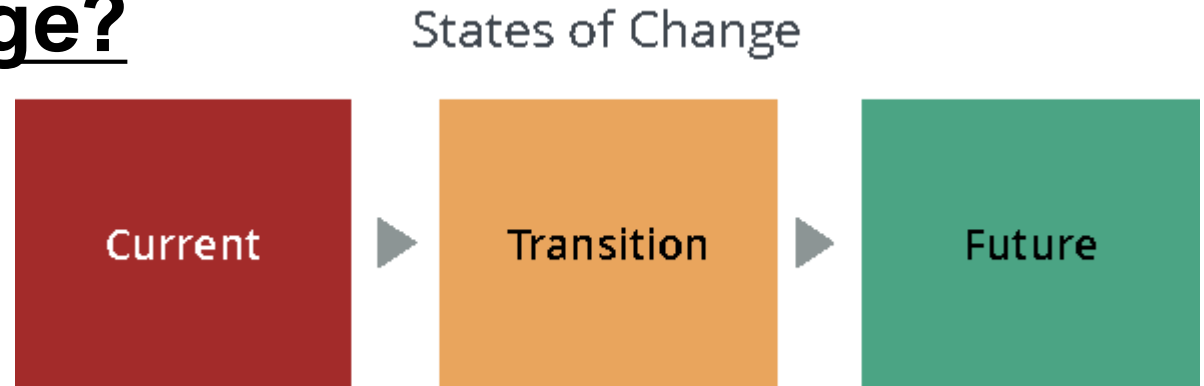
- Most hated man in Brum!
- Luke Keen – Head of Network Management at BCC
- 17 Years' Service at BCC
- In the Traffic Management world for past 5 years
- Worked on multiple key projects including:
 - CWG 2022
 - HS2
 - Midland Metro
 - Perry Barr Regeneration
 - PFI Contract
 - Implemented Birmingham's Permit Scheme

Road to Net Zero – Approaches to Change

- The biggest challenge we will all face in the race to route to zero is the historically embedded barriers and behaviours we encounter across our organisations on a daily basis.
- This presentation aims to highlight the typical barriers we face across Public Sector organisations when **change** is required:
 - ‘what’ these barriers may be and;
 - ‘how’ we may be able to overcome them.
- Why a structured approach to Change is helpful:
 - Some real life examples of how this helped me!

Caveat! – I have a lot more detail on this subject but I know you all want some refreshments soon!

What is Change?



- Change is inevitable. All organisations, including those in the public sector, need to be **adaptable** and **flexible** in the face of change.
- Most public sector organisations are looking to make **long-term efficiencies** and provide **better services**.
- There are various types and forms of change; and some **change projects** **evolve** into different types.

Public Sector Problems

- Expected to do more, with less

'The council has almost halved its headcount since 2008, from around 24,000 to 12,500, and says staff numbers could be as low as 8,000 by 2020. By that point the council will have made £800m worth of cuts since the era of austerity began in 2010 and expects to have lost 50% of its grant from central government. (The Guardian, 2016)

- Unforeseen additional burdens – Covid-19 Response
- Public Perception and Reputational Damage
- Resource Issues:
 - Staff Sickness
 - Stress Levels
 - Unhappy Workforce
 - Recruitment & Retention
- The inner workings of the public sector machine can provide barriers which are unique to public sector organisations.
- There is no 'perfect' or 'one size fits all' model for change.

We are all guilty!



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Planned vs Emergent Change

(Rainey, 2014)

- Planned Change = Top-down approach – Senior Management sets strategic direction and information is disseminated down through the organisation.

Managers are ‘drivers’ of change in this scenario.

- Emergent Change = Bottom-up approach – Empowers employees to become more involved with the change process.

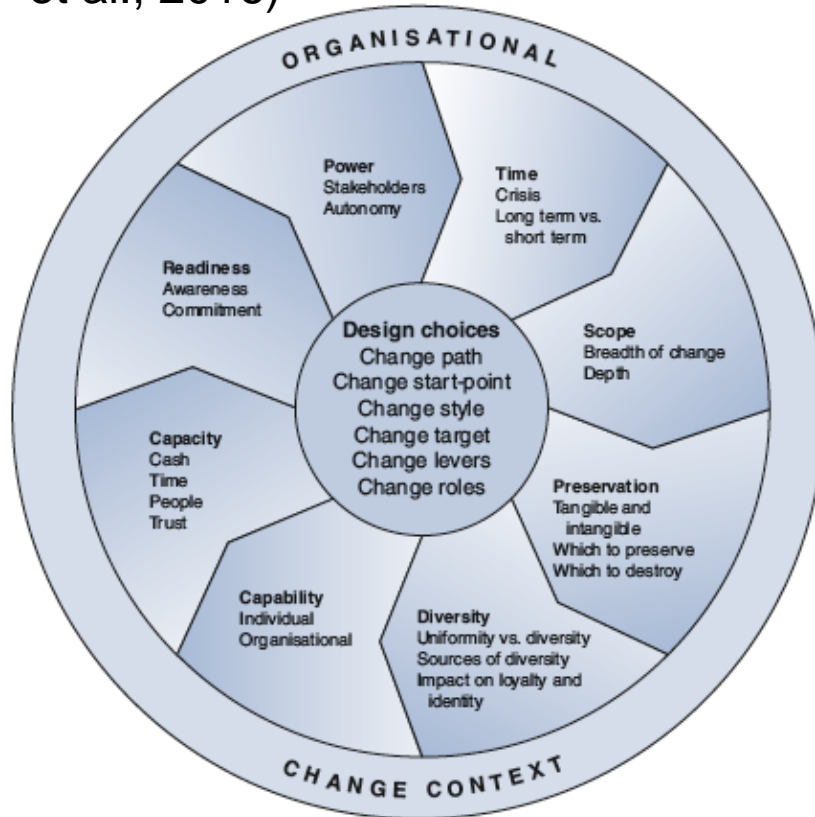
Managers are ‘facilitators’ of change in this scenario.

Usually less resistance with this approach as employees feel ‘valued’ and ‘heard’ (Weick & Quinn, 1999).

Change Models

Planned Change Model

The Change Kaleidoscope (Balogun, et al., 2016)



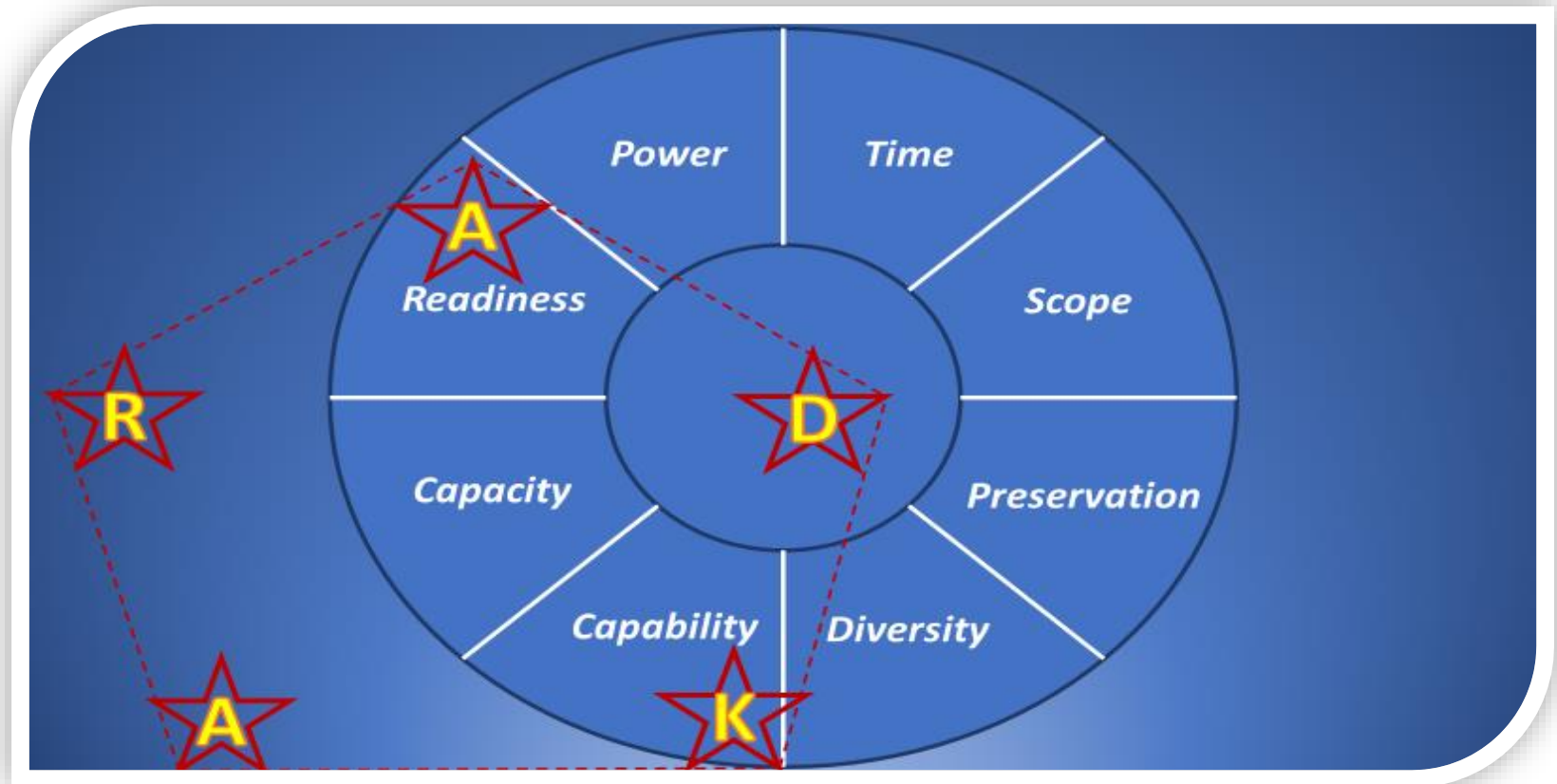
Emergent Change Model

ADKAR Model for Change (Hiatt, 2006)



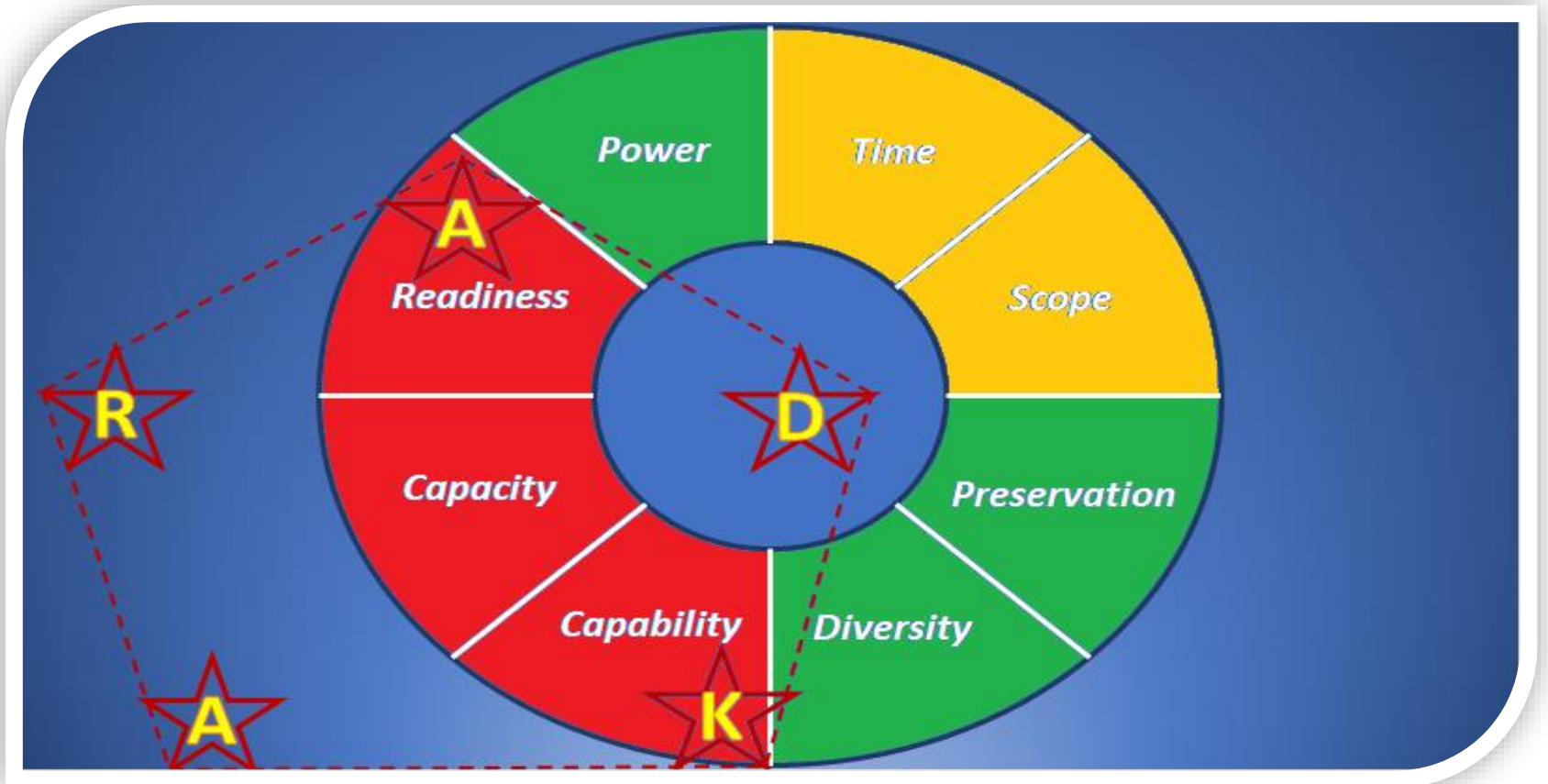
Change Model – Used to Implement BCC’s Permit Scheme

Change Kaleidoscope/ADKAR Hybrid Model



Change Model – Used to Implement BCC’s Permit Scheme

Change Kaleidoscope/ADKAR Hybrid Model – RAG Rated



Benefits & Recommendations

- **Employ a hybrid approach to Change (Planned & Emergent)**
 - Staff owned the Change – Staff Buy-In
- **Implement a Project Team – Consists of ‘drivers’ of change with the ‘power’ to make the required decisions**
 - Decisive decision making
- **Communication, at all levels of the organisation, is key to success. It is critical to explain the ‘why’ of the change in a context that speaks to the recipient.**
 - Communicated to multiple internal/external stakeholders through various focus groups/forums
 - Don't underestimate the power of Samosa's!
- **Leadership, power and motive are all integral elements to a successful change programme.**
 - Visible leadership – leading from the front with empathy
 - Motive – I strongly felt this was the right way forward for the City and its Citizen's – This is integral for Net Zero!
- **Employee engagement, participation and trust are key factors of success.**
 - Empowering the Project Team and staff to believe in their capabilities
- **Team Specific Training is worth its weight in Gold!**
 - Context for individual teams – Highlighting their part in the process and how integral it is!
- **Multi-Authority Change Agents – Knowledge/Resource Sharing**
 - Coming Soon – Lets share our learning!

Comments and Questions

Contact

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