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Business Change Strategy

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Revision History

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Glossary of Terms

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| Term / Abbreviation | What it stands for |
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1. Executive Summary

Provide a summary of the document, its purpose and the approach taken to develop the business change strategy. It should provide key areas for management attention and highlight any future steps associated with the development of the strategy.

1. Introduction
   1. Purpose of Document

Explain the purpose of the document i.e. to provide a high level overview of the proposed path for overall transformation, the impact of change and an assessment of capacity for change.

* 1. Background

Provide the reader with the background and (general and local) history to the change initiative, when the change is being introduced and the benefits associated with the change. This section should explain how the change fits in to the wider welfare reforms and the Government’s aims and objectives and local healthcare strategies.

As the audience should already know what the project is about, a short explanation should be sufficient.

* 1. Assumptions

Include a summary of the current project assumptions associated with the change initiative.

* 1. Scope

Define the area of activity addressed by the product and the lifetime over which the product is expected to operate indicating the role of supporting documents and activities where necessary.

* 1. Exclusions

Identify areas of activity that the product does not address. Highlight any key areas that have been excluded from the analysis and state the reason why if appropriate.

1. Business Requirements
   1. Business Deliverables and Outcomes

Identify the main deliverables that the business will need to fulfil in order to successfully deliver the required outcomes of the change. The reasons for delivering these should be clearly identified. If, for example, the change has originated from ministerial requirements, this section should define the ministerial intent and outline the key aspects that support that intent. It also needs to describe any local drivers.

* 1. Timescales

Outline the current planning assumptions being made in relation to the timescales associated with the introduction of the change. Even though timescales may be indicative at this early stage, providing as clear a picture as possible of when deliverables may be required will aid effective planning.

* 1. Key challenges / Potential Barriers

Highlight the key challenges that need to be addressed as a result of taking the business from the current position to where the change initiative requires it to be.

Use this section to highlight any potential barriers to achieving the major deliverables and achievement of the required outcomes. Please link to the key challenges already identified in previous paragraphs.

* 1. Business areas affected

Identify the business areas affected by the change and their current status in terms of organisation, involvement in other change initiatives etc.

* 1. Change Approach/Method

This section should relate to the identified deliverables in section 2.1, outlining how the project foresees achieving their objectives in business change terms..

For example if one of the major deliverables is to handle an estimated 1 million increase in customer queries associated with the introduction of a new service, the project may decide to increase the number of NHS Direct operatives to ease the burden on the existing business.

1. Impact and Capacity Analysis
   1. Stakeholder Involvement

Provide details of the stakeholder areas represented and how you will consult with them, e.g. workshops, written consultation as part of a Quality Review/Quality Assessment process, etc.

* 1. Information/Data Collection Process

Detail the process used for the collection of information and data, including the source e.g. workshops including attendees, templates used to collect the information and who they had been issued to.

* 1. High Level Analysis of Impact

Provide an analysis of the areas impacted by implementing the solution as proposed earlier in this document. The analysis should be based on stakeholder views identifying current assumptions and will need to be broken down into specific areas. These might include:

* Customer experience
* Business process and IT change impacts
* Organisation and estates
* People
* Job roles
* Where appropriate, analysis around external relationships i.e. cross Government/external partnership etc.

Any risks or issues identified during the completion of the analysis should also be recorded and managed using the Project Risk Process.

Following on from the identification of the impacts, possible constraints and risks, a conclusion should be presented outlining the level of the impact on the business to deliver the change and possible solutions to moderate the impact.

* 1. High Level Analysis of Capacity

Show areas of capacity that have been investigated. Process analysis/simulation is a way of determining the impact on/of the capacity of staffing, training, estates, and costs. It would present the findings in a way that would meet the requirement expressed in the statement above. The areas analysed could be broken down into individual subject areas, for example:

* Staffing capacity – Have we enough staff to deliver the change?
* Training capacity – Can we handle the amount of training in the period proposed?
* Estates capacity – Is the estate adequate or will changes need to be made?
* Implementation capacity – Can we do what is required in the way and timescales proposed?
* Funding capacity – Have we got enough money to deliver the change?

This list of examples and questions is illustrative and not exhaustive.

Following on from the identification of the capacity issues, a conclusion should be presented with recommendations where appropriate on the business’ ability to deliver the change successfully and possible solutions to moderate the impact.

* 1. Conclusions

Consolidate conclusions from 3.3 and 3.4 and include options of how to handle impact and capacity issues.

1. Implementation

The information in this section needs to be based on detailed discussions between the project and business areas affected. The process should ideally be facilitated by the change team.

* 1. Implementation Requirements

Set out any implementation requirements for both the project and business areas that have been identified as essential to the success of the implementation of the change initiative. Justification for the requirements should be included.

* 1. Implementation Structures

Outline the high level functions of the separate areas responsible for activities associated with the implementation. It will focus mainly on the project implementation and change communities within the business areas and define their organisational structure for ensuring implementation is achieved.

* 1. Implementation Roles & Accountabilities

Outline the specific roles of the project, business areas and change communities that will be involved in successful implementation of the change. It should build on the implementation structures identified in the previous paragraphs and take it to the next level, defining who is accountable for specific activities roles and responsibilities.

* 1. Current Assumptions/Risks

This section should describe the working assumptions that this strategy document is based on. It should not be a full replication of the Project Assumptions Log but must include those that are key to the successful implementation of change.

* 1. Proposed Implementation Products

Define any proposed implementation products that have been or will be planned for and produced by the project e.g. detailed planning guidance for the business areas. It would be helpful to include the objectives/purpose of the proposed products and the expected outcomes.

1. Business Change Plan

Detail activities that are needed to be undertaken to support the delivery of the change.

Include information that will:

* define the pace of change
* shape the organisational transition strategy
* outline the business transformation activities
* demonstrate the process of stakeholder involvement in the change programme
* underline the need for commitment to change
* define the infrastructure to support the change process and sustain morale and motivation
* enable the business to realise the benefits set out in the programme
* provide a clear vision and understanding for staff of the planned change and their role in the process
* provide a vehicle to measure progress towards defined objectives

1. Next Steps

This section describes what needs to happen next, who is responsible and relevant timescales. It needs to be updated with every revision of the document.

1. Further Guidance

In addition to this document, the following supporting activity can be undertaken to engage management teams and staff to assess the operational impact of the change initiative at a local level. The two processes designed to achieve this are:

**Business Delivery Event (BDE)**

A series of supported events designed to present information to operational managers and staff to focus discussion at an early stage about the known impacts and changes or new processes that the change initiative will introduce.

**Local Operational Impact Assessment (LOIA)**

A less resource intensive tool to provide a template for operational managers to focus them at an early stage of the known impacts and changes or new processes that the change initiative will introduce.

The outcome of either of these two activities is a log of considerations and actions/issues to be owned and managed through to resolution by local managers and their staff to ensure the smooth implementation of the change initiative.

Consideration should be made to which is the most appropriate of the options above and stakeholders should be engaged to decide the best option for the change initiative based upon the following points:

* Risk – How complex is the change to the business.
* Funding – How much the change will affect funding issues. Is there enough money in this year’s budget allocation to implement the change?
* Resources – Who will be involved, e.g. new or existing staff.
* Availability/capacity – Has the Business got the capacity to implement?