



Approaches to Change – training project



Adult Social Care – Tim Branson *Head of Service, Fulfilled Lives Transformation Programme*
BCP Council



BACKGROUND

The Fulfilled Lives programme within BCP Council Adult Social Care was established to help deliver our vision of *‘supporting people to achieve a fulfilled life, in the way that they choose, and in a place where they feel safe’*.

A fulfilled life looks different for everyone—whether it’s living independently, building social connections, or accessing care. Our teams use a strength-based approach to understand what matters most to each person and how best to support them.

However, understanding how a prescribed process affects the outcomes to a project can be as important as the outcomes themselves. The team needed to find a clear way to help colleagues with the project management lifecycle and internal steps.

Further to this, we needed to establish a bespoke offer of support to colleagues related to the change that was being undertaken. Exploring behaviours to change programmes and equipping colleagues with the tools and techniques to successfully embrace change linked to the Fulfilled Lives Programme.



WHAT IS THE INNOVATION

Creating a bespoke change training offer, tailored to the Fulfilled Lives Programme, whilst acknowledging the complexities and challenges of delivering change more broadly within Social Care.

As part of delivering such a significant and large-scale change programme, we identified that we were experiencing specific challenges, such as resistance to change in the social care workforce, skills and knowledge gaps, and cultural and behaviour challenges.

We identified that a bespoke change training offer, would help to address many of these challenges. Through BCP Council’s membership of the Dorset Innovation Hub (DIH), this need was discussed with DIH colleagues and subsequently added as a priority area of support within the DIH work programme for 2025/26.

Development of the training offer was informed by an analysis of the programme and its key drivers, current state analysis and feedback from colleagues on their own experiences towards the programme. This enabled a holistic understanding of what type of training offer would have maximum benefit and impact. Content development was undertaken collaboratively with colleagues from DIH partner organisations, Health Sciences University and NHS Dorset.



As a result, a half-day session was delivered to staff involved with the programme, focused on methodologies for adapting and responding to change, and the behavioural science involved in successful change management. Delivery was supported by colleagues from Health Sciences University and NHS Dorset.

Since this training, we have seen a significantly improved position across the programme with change adoption and change acceptance.

WHAT WERE THE ENABLERS

As the Fulfilled Lives programme had already completed its first year, it was in a good position to support the development of a bespoke training offer.

The following enablers ensured we were able to successfully deliver.

Leadership Sponsorship - Visible support from senior leaders to reinforce importance and encourage participation.

Clear Communication - Regular updates explaining the purpose, benefits, and relevance of the training to staff roles and the programme.



Collaboration with DIH – Working with system partners enabled access to additional, specialist support from academic and NHS colleagues.

Resource Allocation - Dedicated budget and time for staff to attend training without impacting service delivery.

Change Champions - Programme advocates who promote training and model positive change behaviours.

Feedback and Adaptation - Mechanisms to gather staff feedback and continuously improve training content.

Alignment with Programme Goals - Ensure training links directly to Fulfilled Lives Programme objectives and practical scenarios.





KEY CHALLENGES & LEARNING

Delivering such a bespoke training offer in the highly complex and challenging environment of Social Care did not come without its challenges, however, this allowed BCP to also reflect on key learning opportunities based on its success:

Importance of Contextualisation

- Generic change models often fail in complex environments like Social Care.
- Tailoring content to real-world scenarios and programme objectives increases relevance and engagement.

Value of Co-Design

- Involving frontline staff and managers in shaping the training ensures it addresses actual real-life challenges.
- Co-design builds ownership and reduces resistance.

Cultural Sensitivity

- Making meaningful and sustainable change in Social Care is not just procedural, it also encompasses values, relationships, and trust.
- Training must acknowledge the emotional aspects of change and provide practical coping strategies.

Leadership and Communication are Critical

- Visible leadership support and clear messaging, are critical success factors in change implementation.
- Training alone cannot drive change without reinforcing behaviours through communication and positive role modelling.



WHAT WAS THE IMPACT

The *Making Meaningful Change* training has had a significant positive impact by equipping staff and managers with the confidence, skills, and shared understanding needed to navigate complex transformation and develop resilience in an environment of almost constant change.

It has strengthened engagement, reduced resistance, and fostered a consistent approach to change across teams.

For the Fulfilled Lives Programme directly, this has translated into smoother implementation, improved service outcomes, and enhanced sustainability, by building internal capability for future change.



NEXT STEPS

BCP are continuing with our transformation journey. This bespoke training offer has allowed us to further develop and enhance our change offer across the programme.



CONTACT DETAILS

 dorsetinnovationhub@nhsdorset.nhs.uk

 <https://ourdorset.org.uk/innovation/>

