



**Make a
Difference with
TruemanChange**



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Our story

Welcome to Trueman Change, your partner in public sector change and transformation. We are a dynamic consultancy based in the North West of England dedicated to helping organisations thrive. With our expertise in change management, we empower organisations to adapt, grow, and succeed.

At Trueman Change, we challenge the norm. Over the years, public sector change management has been dominated by off-the-shelf, modular, process-driven change. People believing, that if you faithfully follow the steps of a particular methodology, change will be delivered.

We know that this is no longer the case! We support organisations to deliver change driven by people and outcomes, asking always: "What needs to be different?" We design change around the answer to this question - not just a bunch of documents and process maps.

If you want to do change differently, we're the ones to help you!

Your change journey

How we help depends on where you are on your change journey, and what your specific challenges are.

Helping you figure out how to **do change well**

Supporting your **workforce and culture** to drive change

Targeting services with our **troubleshooting offer**

Providing much needed capacity as a delivery partner

Supporting your learning as independent evaluators

Engagement with your workforce, partners or community

Our solutions

Doing change well



Why it helps

The only constant is change! This is why an increasing number of public sector organisations are looking to strengthen their capacity and capability to do change well.

But what does good change look like? Pre-COVID change was dominated by project and programme management techniques; popular step-by-step processes that can give false confidence in delivery. But how do you make sure you're **delivering** change, not just **administering** it?

During COVID, when unprecedented amounts of change happened these modular, phased processes weren't used as much, so what does this tell us? That we need to learn to do change in new, more social and personalised ways: incite change that is faster, better, kinder, cheaper and actually delivers on its outcomes!

Many of our clients are reflecting on this, so if you're thinking about building your approach to change, whether it's a change management framework, a PMO or skilling up your leaders, we can help!

Who needs it?

This solution is perfect for Chief Executives, senior leaders, change professionals and organisations who:

- Want to ensure doing change well is a core capability for their organisation;
- Are driving change but finding it's getting 'stuck';
- Are about to embark on significant change and want to ensure they get it right;
- Feel their approach to change isn't quite clicking.

Case study: Rethinking change with the London Borough of Haringey

In Haringey, we designed a new approach to change by:

- Working with the corporate management team, to draw out core principles that should guide all change activity for the council;
- Providing training and support to middle managers, who were tired, pulled in different directions, and struggling with change on top of their day job;
- Training project staff who were trying to manage complex adult social care projects through old-fashioned PRINCE2 methodology and redesigning templates to build more flexibility and incorporate "what will be different" into their processes.

Our new approach to change was implemented in adult social care to ensure change was delivered in a more human-focussed way - delivering outcomes, not just reports!

How it works

- 🕒 **Pace: revolution vs evolution**
How fast do you want to go?
- 📅 **Planning: planned vs agile**
How important are detailed plans for this change?
- 📋 **Governance: tight vs loose**
How do you need to make decisions?
- 🗣️ **Leadership: directive vs trust (what vs how, co-design)**
How involved do you need others to be?
- 👥 **Driver: people vs process**
Where do we need to put people at the heart of the change?

Once we have a clear understanding of your organisation in line with these factors, we will work with you to produce a framework for you to deliver change including (as required):

- **How-to guides;**
- **Templates;**
- **Governance maps;**
- **Workshops and training with staff.**



COSTINGS

Costings for this solution are highly tailored to each organisation but can range from £20,000 for training to £150,000 for a full design and delivery of a change management approach.

Our solutions

Workforce, culture and change



Why it helps

Your people are your greatest assets. Yet so often, change programmes are designed and delivered with little thought to the workforce and how they might be impacted. As the saying goes, culture eats strategy for breakfast, so it's crucial that culture is a core consideration in any change plans.

We will help you to gain a detailed understanding of your current workplace culture, as well as insight into what change people want to see. These tools give you the insight needed to build the right culture for your organisation, getting you ready for the future. Customers who have used this service have reported improvements in well-being, speed of change and recruitment and retention.

Who needs it?

Customers who benefit from support around culture and workforce strategies include:

- Chief Executives who want to ensure their culture and workforce are ready for change;
- HR leaders who want to incorporate change management expertise into their workforce strategies;
- Directorates going through change who want to fully understand the impact on their people.

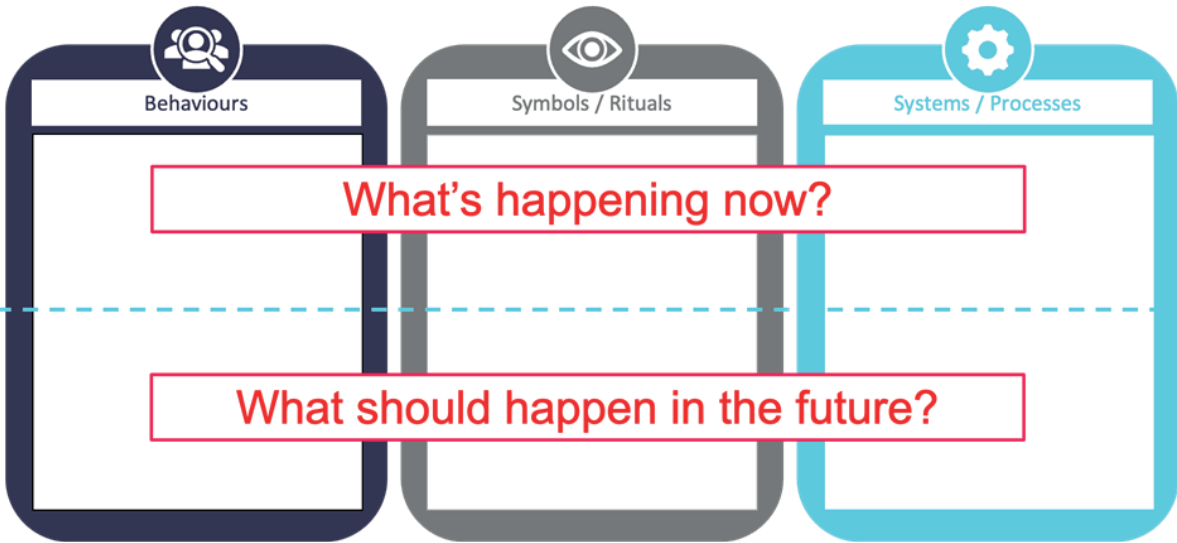
By incorporating culture expertise and change specialism into your HR workforce strategies, you can truly build a future-ready workforce.

Case study: Developing a culture-first workforce strategy for adult social care in Warrington

Like many local authorities, Warrington faced challenges around recruitment and retention in adult social care. We worked with them and their workforce to develop a culture-first workforce strategy. By engaging with staff, we ran a series of workshops around culture and what it was like to work there, and combined this with a desktop research exercise to provide a detailed report and action plan with clear milestones to provide workforce sustainability which meets the needs of their community.

How it works

We will use a combination of quantitative HR data around recruitment, retention, sickness, etc., and workshops and engagement with staff, to really encapsulate what it feels like to work in your organisation. We will then compare this with your change ambitions and let you know what will help (and hinder) your success rates of change delivery.



Costings

Culture mapping and workforce strategies range between £20,000 and £40,000 depending on complexity of organisation.



Our solutions

Delivery partner



Why it helps

Sometimes our clients know what they need to do, but do not have the right skills or capacity in-house to deliver the work on top of their business as usual activity. Our delivery team bring specialised skills and knowledge to your projects. We are experts at project delivery (not just management), and can improve the robustness of your internal resource. We provide peace of mind that your solutions are being delivered to time, scope and budget, so you can focus on other priorities.

Change requires work, and having people available on a flexible basis to bolster your internal workforce is invaluable.

Who needs it?

Our delivery partner specialism is most suited to those who are responsible for:

- Short-term projects;
- Grant fund delivery;
- Delivering corporate strategies, and;
- Large-scale change programmes.

How it works

We start all of our projects by fully understanding the ask, the context and how it's best to seamlessly fit in with your teams. We will match you to a specifically tailored Trueman Change team, that brings together our staff with the right experience to deliver your solution. We value transparency in our approach and have a well-established reporting structure to ensure your full confidence and trust in our ability to support the delivery of your work.

Case study: Delivering a new service: adoption in Lancashire and Blackpool

Trueman Change were commissioned to provide change and project management services from inception to go-live for a new Regional Adoption Agency (RAA) in the North West. This project merged the adoption services for looked-after children for two local authorities in line with the Department for Education's agenda to create a Regional Adoption Agency. There was no capacity within either council to project manage, so we stepped in. We consolidated the adoption services, which differed greatly in size, operational model and level of demand. We lead a multidisciplinary project team made up of subject matter experts in social care to design and implement the new partnership service. We engaged staff and partners across both organisations' support services. The Regional Adoption Agency is now live and delivering shared adoption services as a merged function, with a fully integrated financial, management and governance model. This has allowed both local authorities to better manage resources, placing children quicker from a wider pool of adopters.

Costings

Our costings are agreed per project and are primarily agreed by consideration of project duration and our staff day rates. We work exclusively with the public sector and understand the challenges around budget management and allocation. We charge only what is fair for our work and aim to meet and exceed your contract expectations. Day rates are dependent on expertise and range from £400 - £1200.

Our solutions

Troubleshooting and service reviews



Why it helps

Many of our clients have a real mixed bag in terms of culture and performance across their organisation. Most organisations will have some teams that are stars; but what about those service areas that need some extra help?

The objective of our troubleshoot team is to highlight the strengths and weaknesses of services, as well as the opportunities and threats coming from the rapid developments in services. We leave you with an action plan and clear recommendations for change.

Who needs it?

This solution is perfect for change professionals and organisations including:

- **Chief Executives and senior leaders who would like an objective independent view on a particular service;**
- **Directors/Assistant Directors who want some additional resource to look ‘under the bonnet’;**
- **Heads of services who would like to review their area and get recommendations for improvement.**

We have experience of reviewing services in planning, housing, property, development and environment, as well as adults’ and children’s social care and corporate services.

How it works

We deploy a team with a mix of skill for troubleshooting: analysis, project management, change, and subject matter expertise.

Our process covers:

- **Your desired outcomes;**
- **Analysis of key data (for example performance data, complaints, caseloads);**
- **A review of service delivery and benchmarking;**
- **Process mapping with suggested improvements;**
- **Culture mapping with recommendations;**

Finally, we will work with you to create an action plan and help you to implement the change you need.

Case study: Reviewing neighbourhood services with Tamworth Borough Council

We worked with the Neighbourhood team in Tamworth to review their community warden service and its impact on low-level ASB to prevent escalation. They were struggling with lack of clarity around roles, reactive approaches, and being under-resourced. We embarked on a collaborative journey to redefine roles, allocate necessary resources, optimise the ICT infrastructure and foster better communication and teamwork, therefore strengthening partnerships with key stakeholders in the local area.

Together we achieved successful outcomes and innovative solutions, driving a positive transformation in the community warden service’s approach to combatting ASB. Our comprehensive report, enriched with valuable insights and data analysis, presented a detailed roadmap of the proposed solutions and key recommendations.

Costings

Costings of troubleshooting range from £50,000 - £75,000.

Our solutions

Evaluations and learning partner



Why it helps

We know the work of your public sector organisation plays a crucial role in society and the projects you deliver bring significant value to local communities and economies. It is important to fully understand and celebrate the impact of this work and we have extensive experience working alongside our friends in the public sector to realise this.

Our evaluation team combine investigative research skills and our impartial viewpoint to provide you with comprehensive and robust insight into your projects and programmes, which can be used to support evidenced-based decision-making, lessons learned, impact assessments, value for money assessments and increasing public trust. Ideal for grant-funded programmes where evaluation is crucial, we can provide a learning partnership to ensure you get the most out of your programme.

Who needs it?

Our evaluations and learning partner offering is ideal for:

- Those who are delivering or have delivered grant-funded programmes;
- New delivery teams who could benefit from the guidance of project management experts;
- Those that require impartial reports with practical and actionable recommendations.

How it works

You can expect our evaluation methodology to include a range of qualitative and quantitative evaluation tools. We are well versed in facilitating focus groups, holding interviews, observations of delivery, generating case studies, document reviews, ethnographic studies and data analysis.

In our learning partner capacity, we will work closely to share our expertise with you in order to develop your team as they work to deliver your project. Our clients benefit greatly from this approach, and find they are able to implement our learnings to maximise the success of their projects.



Case study: Monmouthshire County Council evaluating Space for Local Production

The Space for Local Production programme aimed to foster a deeper connection between landowners, farmers, and the local community. By offering both practical and academic perspectives on land values and utilisation, the project sought to promote sustainable practices, meet local production needs, and highlight the unique characteristics of the Monmouthshire region. We conducted a full evaluation, including a detailed policy review to analyse the project's delivery against the policy backdrop and strategic context. We were able to showcase the project's achievements and answer the fundamental question of whether the project successfully fulfilled its objectives. Our evaluation provided insights into the effectiveness of the project's implementation, partnership working, and overall impact.

Costings

Evaluation costings are based on complexity, and start at around £40,000.

Our solutions

Engagement and co-production



Why it helps

Whether it's with your workforce, your partners, or your community, good quality engagement plants the seeds for impactful change. More and more local authorities are seeing the need to engage others, work closely with their communities, and foster the art of co-design and co-production. That said, many organisations lack either the skill or capacity to conduct this deep, qualitative type of engagement, which is where we come in.

We are trusted engagement partners for a range of local authorities and have experience of running sessions around a wide range of topics including health and social care, arts and culture, nature strategies, place-based consultations and establishing community hubs.

Who needs it?

Co-production benefits most service areas. We can support:

- CEOs and senior leaders who want to embed co-production into their culture
- Heads of service who need to capture feedback from customers and service users
- Change professionals who need support in running staff engagement
- Policy and strategy professionals who need to explore their strategies with the communities they support

How it works

Depending on your needs, we can either support your staff to build their skills in engagement and co-design, or we can conduct it on your behalf.

We have experience of running general workshops with partners, staff and communities, or we can target specific groups as needed. We will design an approach which meets your needs, and can combine qualitative research (including workshops, interviews, case studies) with quantitative findings (for example, surveys).

Case study: Birmingham

We led a co-design project on behalf of Birmingham City Council to engage with targeted community groups, gathering feedback to inform the production of their 'Creatively Birmingham' arts and culture strategy. Birmingham really wanted to make sure that their strategy captured seldom heard voices, but this can take a lot of work and capacity which is where we came in. We held a series of 21 focus groups, targeting specific groups such as ethnic communities, geographical areas, faith communities and groups including carers, people with learning disabilities and those not in employment. We had to be flexible in our approach, working with existing groups and also engaging with new people. A mixture of telephone and face-to-face work was required, and a systematic approach to gathering the data and feedback. This work enabled us to produce a series of reports (one per group) and supported the council to ensure their strategy would strengthen arts and culture initiatives in a way that was meaningful to their communities.

Costings

Costings are based on the complexity and requirements of your engagement. We have run programmes from £20,000 to £100,000.

Working with us

By working with Trueman Change, you are partnering with former public sector employees who are passionate about making a difference.

All of our clients access:

- ✓ A great team of values-led individuals;
- ✓ Dedicated contract management resource to ensure your project delivers;
- ✓ Regular free events on topical public sector issues to keep you up-to-date with current thinking;
- ✓ Support with skills transfer to current workforce to ensure we impact your ability to do change well going forward;
- ✓ Free coaching/mentoring with our senior staff to support your career and professional development;
- ✓ Ongoing follow-ups for 12 months post-contract to act as a critical friend and keep you on track;
- ✓ Social value impact tailored to your organisation (previous examples include supporting young people in care to find employment).

“Working with Lucy and her team has enabled us to step back from the hectic pace COVID has demanded and evaluate how we are approaching change and make sure we are doing the right thing for our residents. Lucy brings exceptional clarity through her analysis and communication, which cuts through and gets to the heart of what we are doing and why. I have found this has really helped me to focus on what is most important and ensure that we are doing it in a way that will deliver the changes our borough needs.”

Beverly Tarka
Director of Adults and Health
Haringey London Borough Council

“Our evaluations have shown us that we can do big and important things quickly.”

Lyndsey Sims
Lead of the Hyndburn Hub

“We got things from your work we just couldn’t get from the rest of our consultation.”

Aidan Hall
Senior Programme Officer
Birmingham City Council

Meet the founder

Trueman Change was established in 2014 by our Managing Director and Founder Lucy Trueman. By this time, Lucy had spent around 10 years in the public sector in local government, police and education.

Lucy is driven by a sense of public service and focusses her work in areas which make an impact in communities, along with a deep respect for frontline staff. This is the foundation of her aim to support organisations to drive meaningful change in a way that is cost-effective, impactful and kind. Lucy is an Organisational Psychologist with a 20-year professional career in public sector change and project/programme management. This academic and practical background means that Lucy is well placed to bridge the gap between leading research on change and ‘the real world’ of making it happen.

Lucy's current research area is the impact of COVID-19 on how public sector organisations delivered change, and what their lessons learned are post-pandemic. She speaks regularly with CEOs and Directors of public sector organisations around the country about this research, and how it highlights a move away from prescriptive, sequential approaches to change (often led by project management techniques) and more towards human-focussed, culture change. Her upcoming book on the topic of organisational change post-COVID-19 will explore this research, from both an academic and practical perspective. Lucy's other specialisms are culture change, establishing change programmes, merging organisations/services and turning strategy into action.



Lucy Trueman
Managing Director

Also within Trueman Change are a team of project and change specialists:

- PMO specialists, skilled in establishing change programmes driven to deliver outcomes, not just follow a process
- Researchers with expertise in qualitative and quantitative methodology, perfect for evaluations
- Communication specialists and facilitators to support communications, engagement and co-production
- Well rounded, experienced project, programme and change professionals

We have experience in a range of projects including:

- Local Government
- Housing
- Childrens and Adult Social Care
- NHS
- Central Government
- Police
- Leisure Sector
- Museum Sector
- Transport Sector



Case studies

Curious to know more about our previous projects?

Here's a selection showcasing the breadth of our work. For a full list of case studies, visit our website: www.truemanchange.co.uk/what-we-do/case-studies



Developing a Culture First
Workforce Strategy for
Adult Social Care in Warrington



Clackmannanshire
Council

Transformation Focussed
Service Review for
Clackmannanshire



Household Support
Fund Grant Management
for Lancashire



Strategy Consultation &
Co-production for
Birmingham City Council



Service Redesign
for Tamworth
Borough Council



Regional Adoption Agency -
Designing & Implementing
a Partnership Service

Useful links

To get to know us more, you might like to explore the following:

Our website

A couple of short videos on recent research findings:

- [An Introduction to Change - www.truemanchange.co.uk/our-resources/doing-change-well-an-introduction-to-change](http://www.truemanchange.co.uk/our-resources/doing-change-well-an-introduction-to-change)
- [Breaking the Rules of Change - www.truemanchange.co.uk/our-resources/doing-change-well-breaking-the-rules-of-change](http://www.truemanchange.co.uk/our-resources/doing-change-well-breaking-the-rules-of-change)

Are you ready to change?

Take 5 minutes to answer 12 short questions and receive a free report straight to your inbox around your change readiness.

- <https://scorecard.truemanchange.co.uk/>

Additional links

- [A recent podcast with our Founder Lucy Trueman and Public Sector Executive - www.truemanchange.co.uk/our-resources/making-change-happen-in-the-public-sector](http://www.truemanchange.co.uk/our-resources/making-change-happen-in-the-public-sector)
- [Online event video: Why Culture is Key to Successful Change - www.youtube.com/watch?v=qrWVsucnmDY](https://www.youtube.com/watch?v=qrWVsucnmDY)
- [Events page - www.truemanchange.co.uk/events](http://www.truemanchange.co.uk/events)

Procurement frameworks



You can access our services through the following procurement frameworks:

Crown
Commercial
Service
Supplier





TruemanChange

Thank you

For more information, please contact Trueman Change
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