

Our Copilot Journey

Norfolk County Council

February 2026

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Business Change Manager

Agenda

- Background
- Our Journey
- ADKAR – Change Management model
- Copilot user journey
- Value of Change Management



What we have done so far

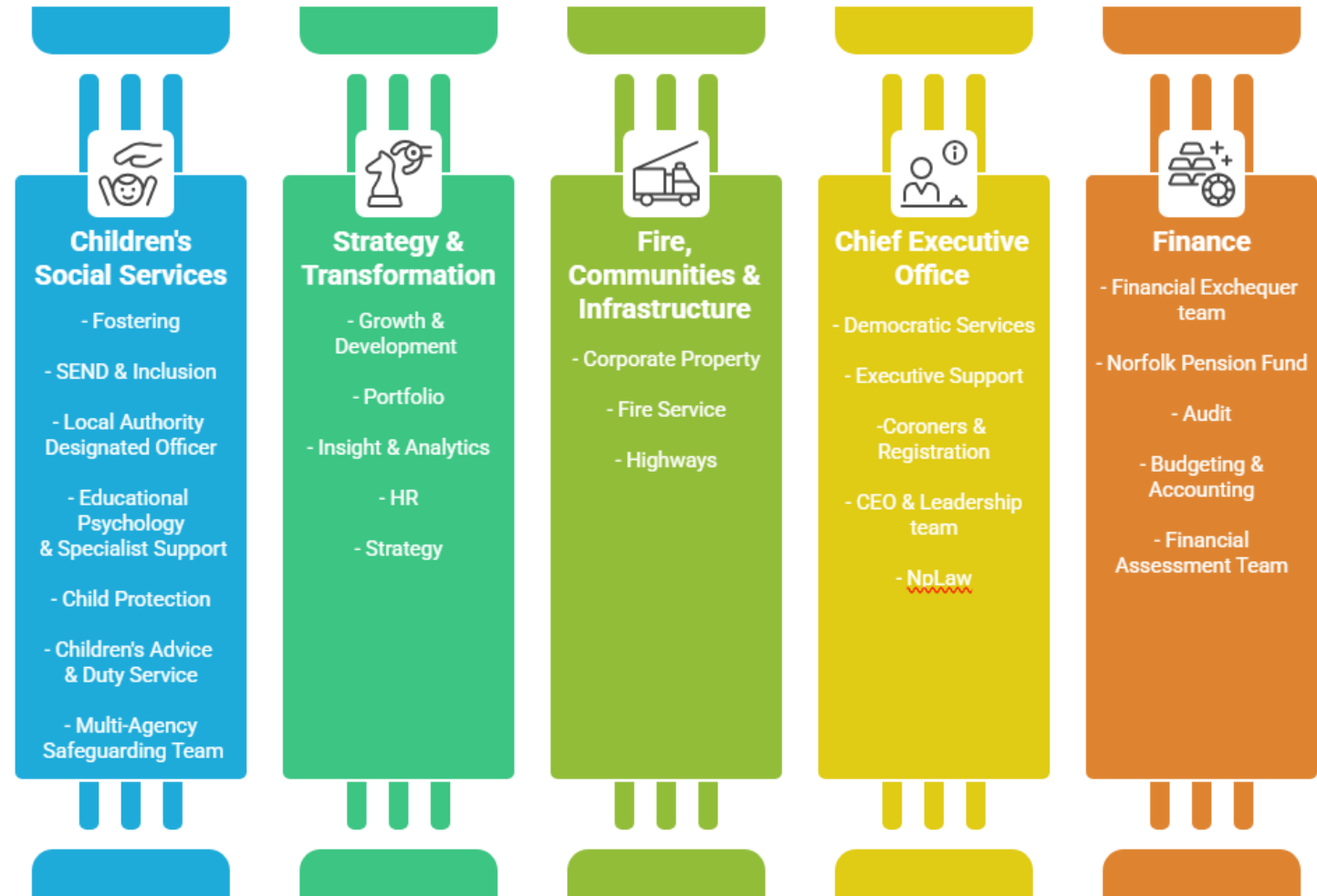


Our Copilot Journey - January 2025

- In January 2025, we launched our first major 6-month pilot in Adult Social Services – 60 users across 4 operational teams in Learning Disabilities, Social Care Community Engagement (SCCE), Mental Health and our North-Norfolk Social Care team.
- At the mid-point review (3 months), the data was showing:
 - Practitioners saving an average of 3.2 hours
 - Improved workload management
 - Enhanced accessibility
 - Greater presence in meetings

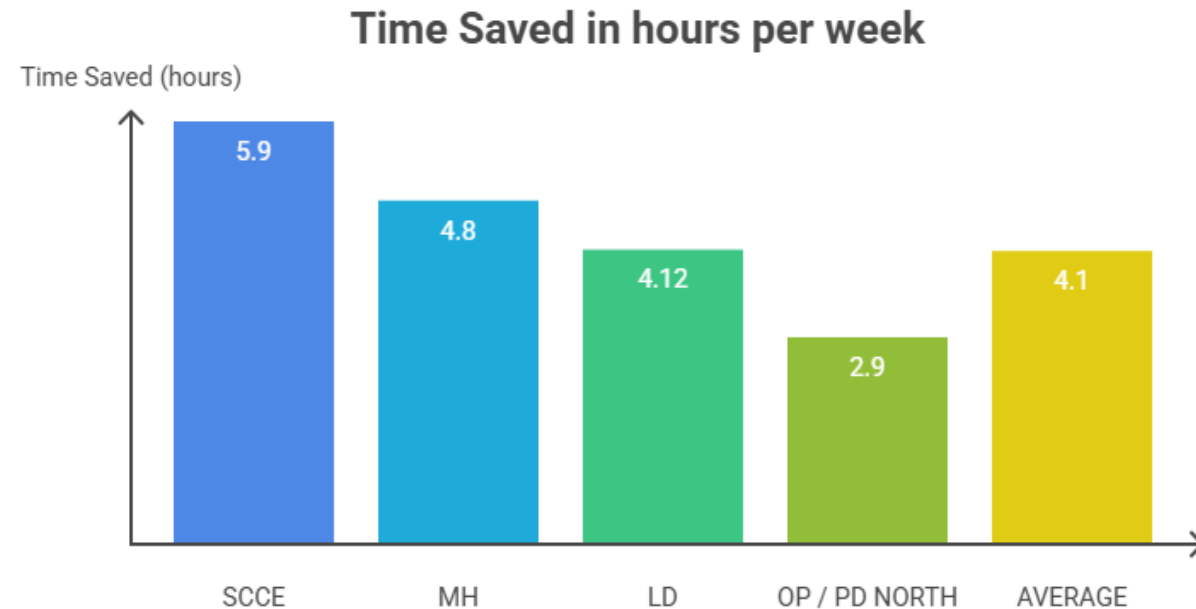
Our Copilot Journey - March 2025

- In March 2025, the Personal Productivity Programme was launched which took a test-and-learn approach to expanding Copilot adoption across service areas. It builds on proven techniques and lessons learned, while actively exploring how different teams are using Copilot.
- 25 pilots were run, providing valuable insights into broader implementation.
- Business cases have now been developed, drawing on the insights and data gathered during the pilot phase.

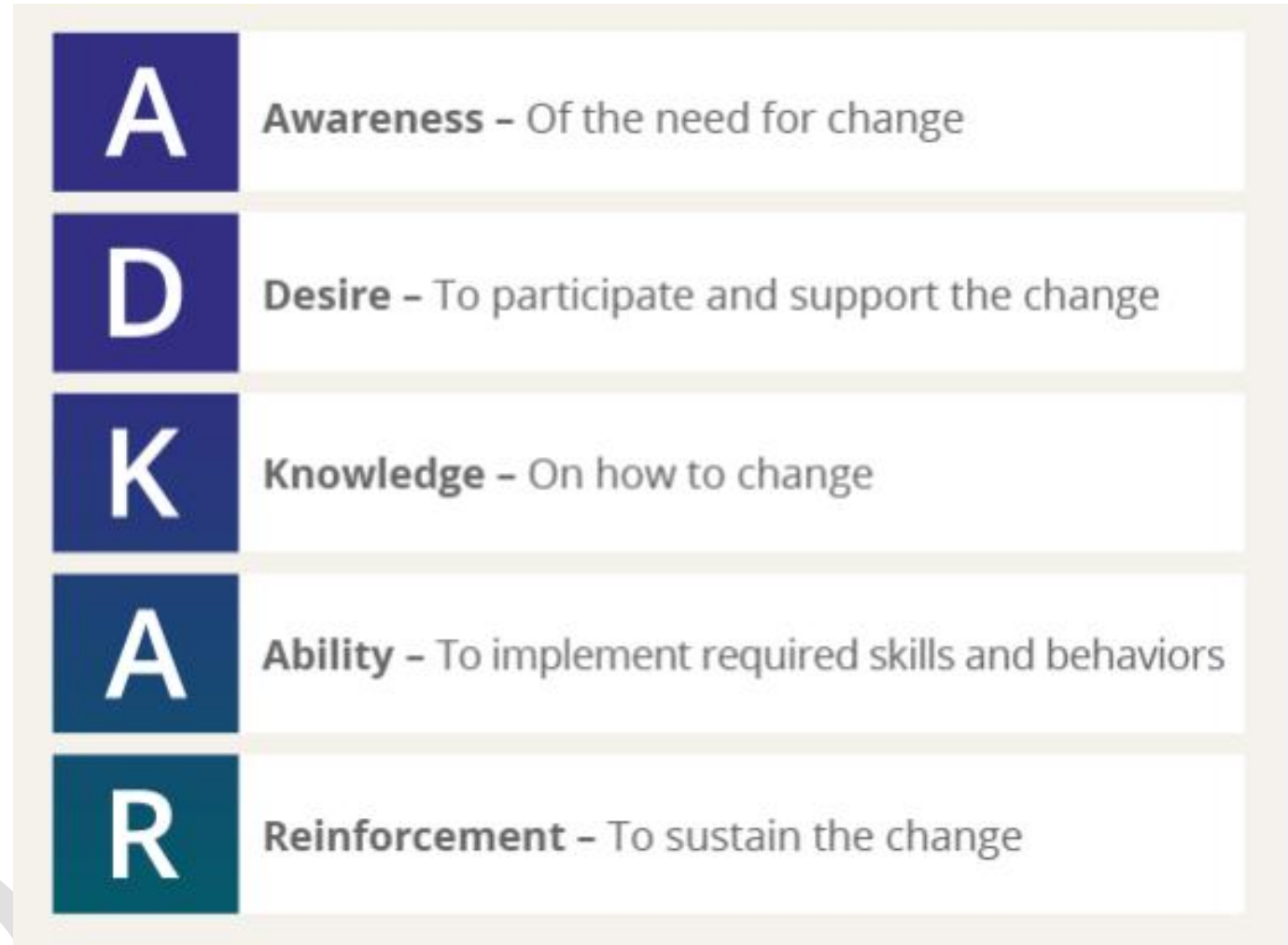


Our Copilot Journey - July 2025

- **Pilot success and rollout** – Following the six-month pilot in Adults, employees reported an average time saving of 4.1 hours per week, improved support for neurodiverse colleagues, and a boost in staff satisfaction.
- Based on these results, senior managers have approved a wider rollout of Copilot to frontline staff.
- Rollout out started in September 2025 with the SCCE team due to their high levels of engagement, confidence and average time savings reaching 5.9 hours per week.
- Business case has been signed off and now in the process of preparing rollout for the remaining 750 employees.

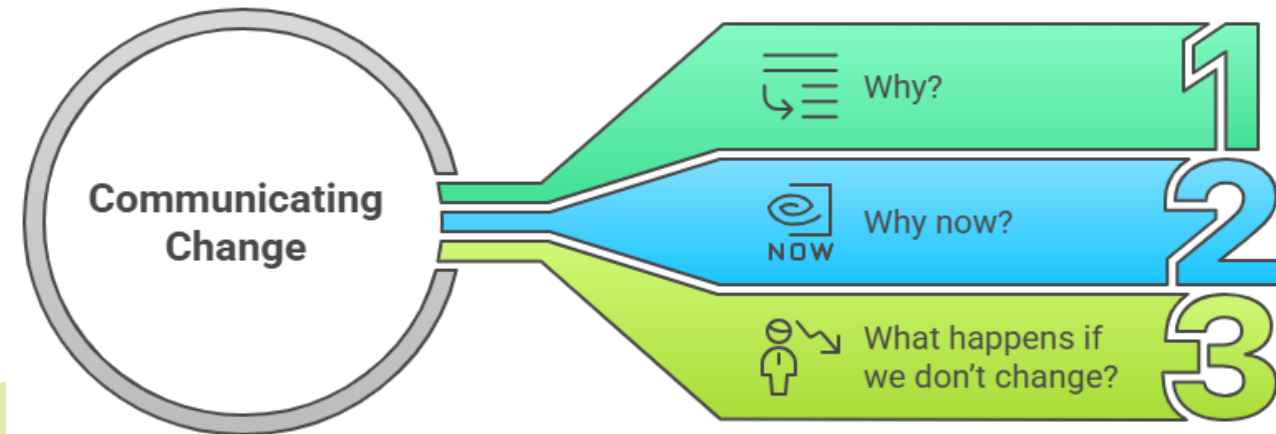
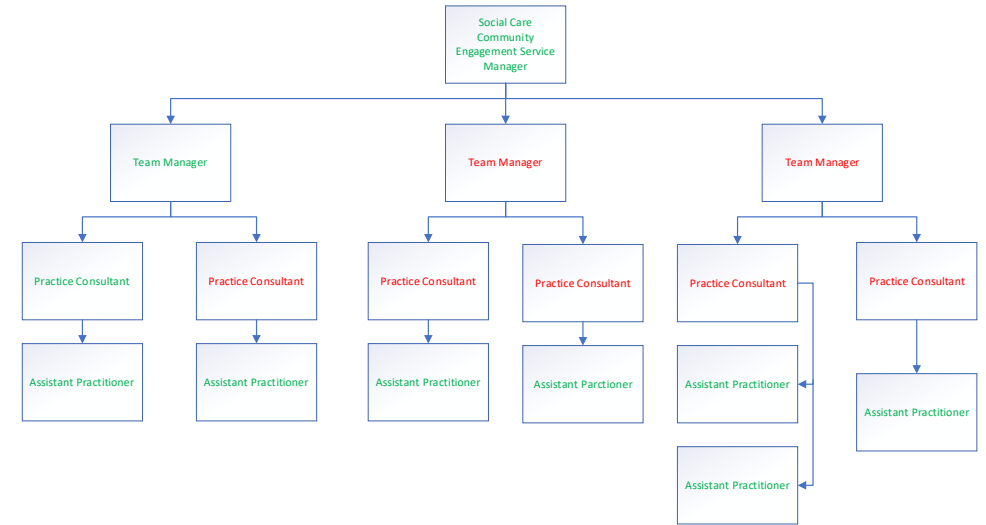


Prosci's ADKAR Change Management Methodology



Awareness – of the need to change

- Important to engage SRO
- User mapping - mapped out all those taking part and their line managers
- Once the project is agreed by senior management, we engage with the staff to start creating an awareness.
- Three communications always sent to:
 - Whole directorate
 - Copilot users in the pilot
 - Middle managers



Desire - to participate and support the change

- Needed to create the desire to want to make the change
- Promotion of project by Exec Director (buy in from the top)
- Art of the Possible sessions – showcasing Copilot and its benefits and addressing fears and concerns
- WIIFM – What’s in it for me? What are the benefits?



“Crying little happy tears...just had an hour's coaching with client, didn't write a single note down, I felt more present and focused solely on addressing their challenges. Transcribed the meeting, asked CP to summarise and create action items in an email. 13 minutes (10 of those spent fact checking!) and it's ALL done”

Knowledge – on how to change



Training Sessions

Team training sessions to demonstrate Copilot.



Service Guidance

Service specific guidance on how to use Copilot.



FAQ

Service specific frequently asked questions.



Top Tips

Weekly top tips for using Copilot effectively.



Prompt Library

A collection of prompts for Copilot usage.

Ability – to implement required skills & behaviours

- KIT (Keeping in Touch) sessions - held weekly for each team to address issues & concerns
- 121 training - offered for those that are not confident in using Copilot
- Access to SMEs - for training and prompt creation
- Teams support channel - area to raise questions and share information
- Review Copilot usage data - targeted support
- Feedback via survey - to map colleague journeys, collect data and target support
- Digital Services support for technical issues
- Identify barriers - address ASAP



Reinforcement – to sustain the change

Communicate progress – to share updates on achievements and milestones

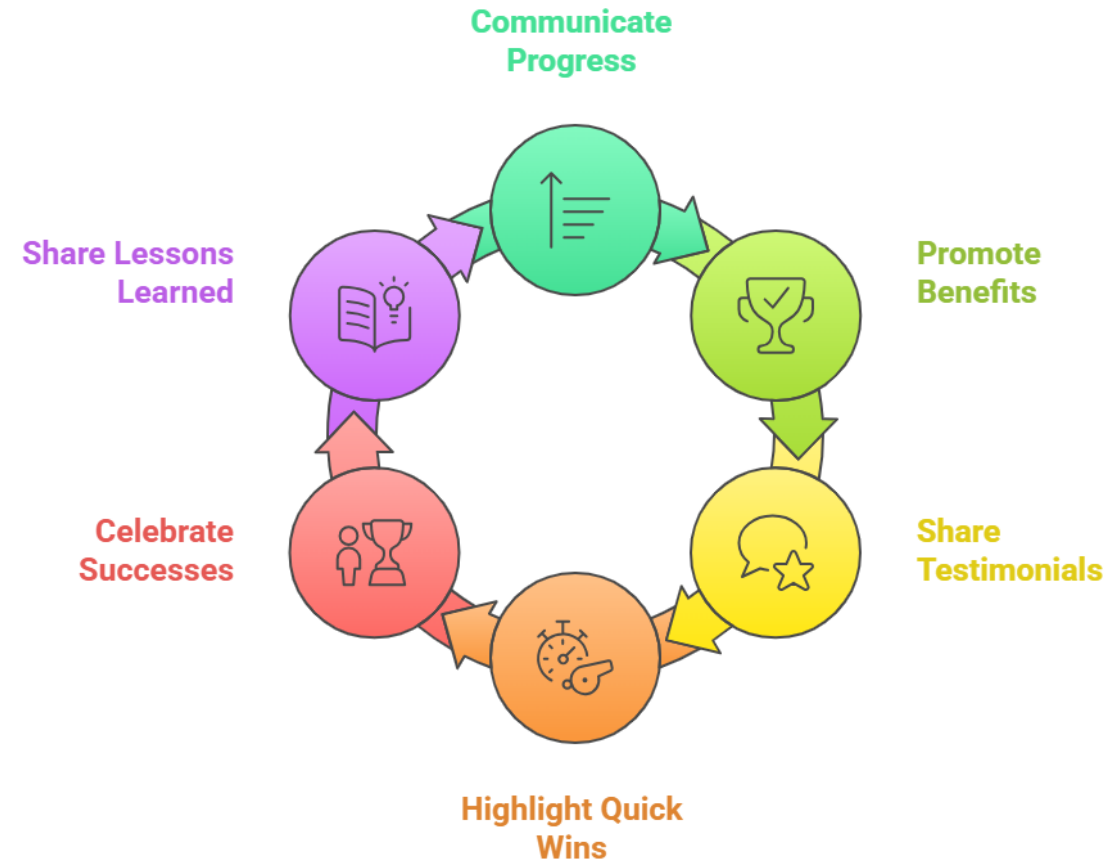
Promote benefits – highlight the advantages & value of the change

Share testimonials – we have used staff testimonials, created case studies & personas for impact

Highlight quick wins

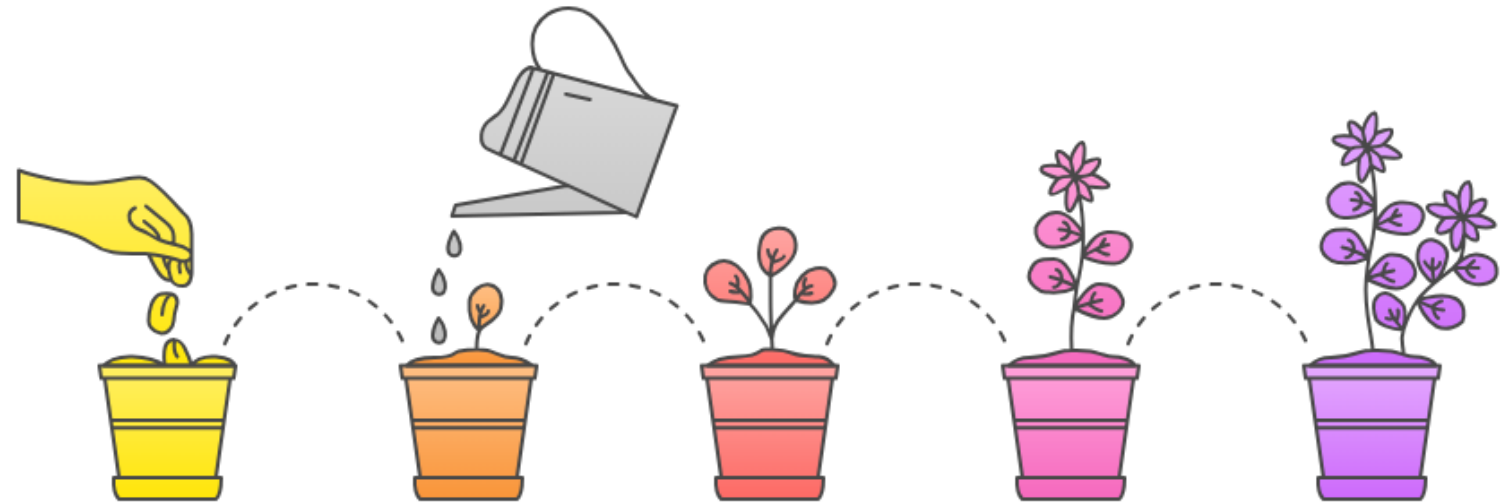
Celebrate successes – acknowledging and celebrating achievements

Share lessons learned – distribute insights and learning for future improvement



Copilot User Journey

Copilot isn't a one-and-done training. It is a three-month learning journey with a clear path to help you adopt and use the tool effectively.



Copilot Introduction (1 hour)

Experience the future with Copilot: an 'Art of the Possible' session showcasing its capabilities.

Licence Issued

Following your participation in the 'Art of the Possible' session, your Copilot licence will be issued, granting access to its full range of features.

Copilot Training (1 hour)

After your licence is activated, you'll be given an opportunity to familiarise yourself with Copilot ahead of the required training session.

Regular Support Sessions

After completing the training, support sessions will be available to help you deepen your knowledge. Guidance is provided, regular Keeping in Touch sessions (KITs) and 1:1s with Copilot subject matter experts.

Ongoing Learning

Copilot is continually evolving. The more you engage with Copilot, the project team, and subject matter experts, the greater the value you'll gain.

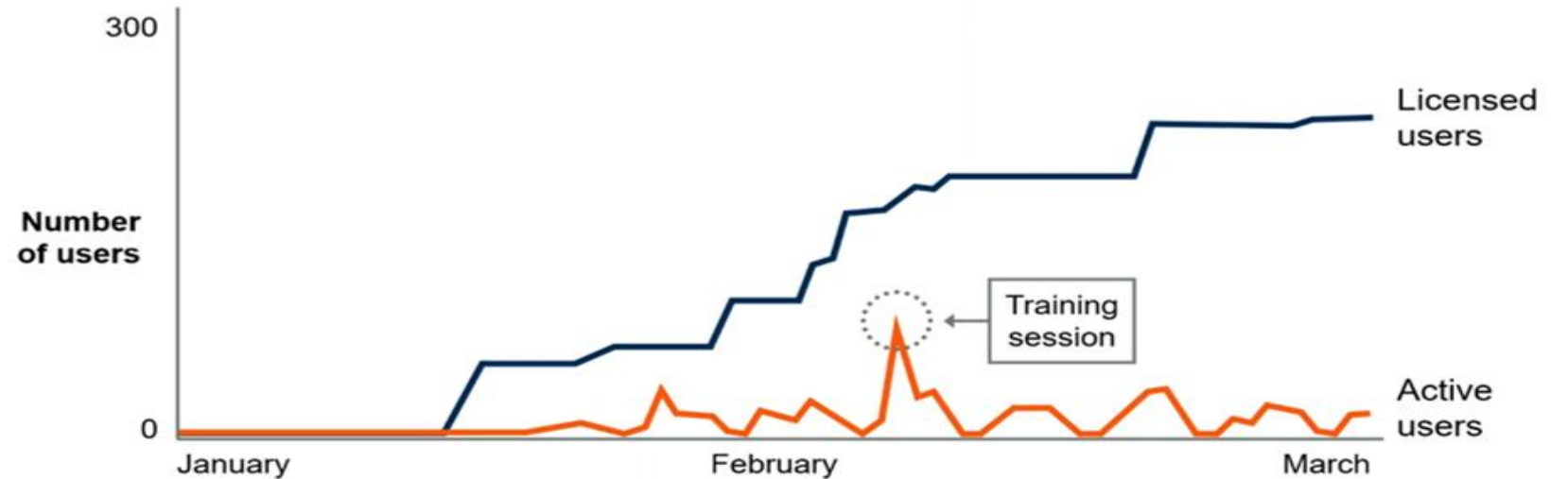
Value of Change Management

80 – 83%

(average active users in Local Government)

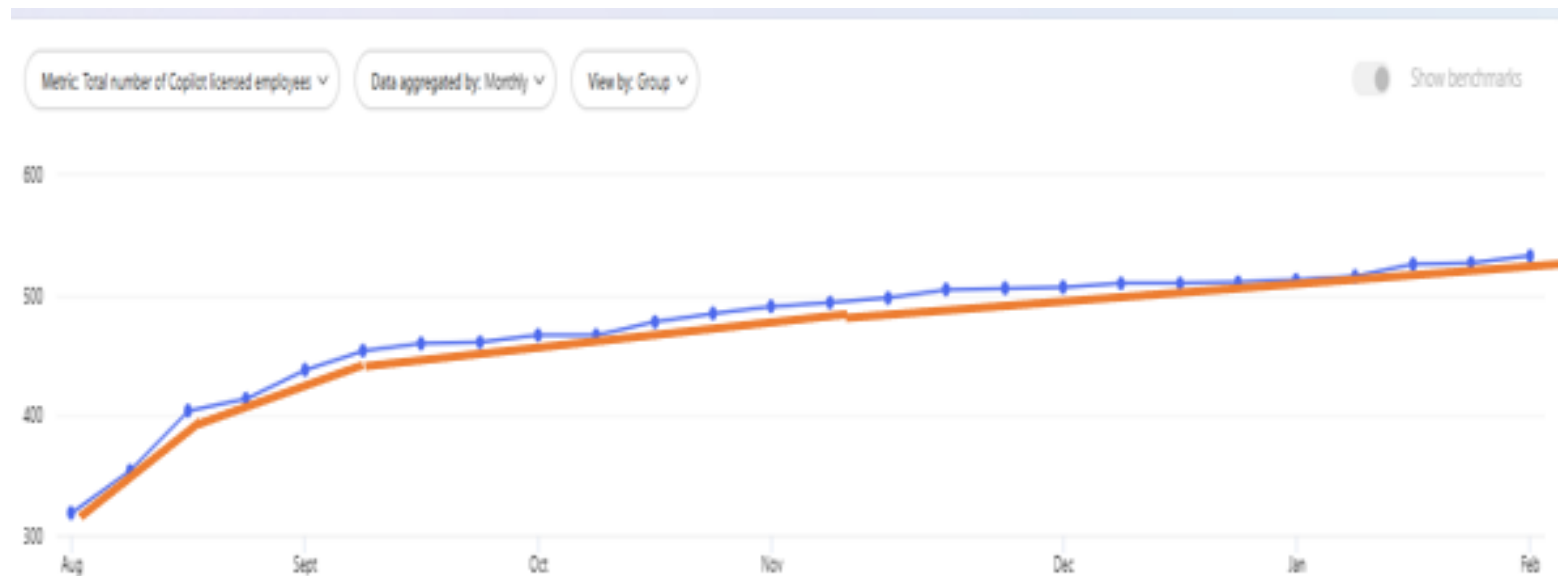
96%

(average active users in Norfolk County Council)



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Any questions?