Change Management Team Offering

The change team at the Improvement Service helps councils and their partners to deliver transformational and operational level change. Our support offer is based on what councils have told us they need as well as research into the overall challenges facing the sector so that we can offer support on a proactive basis. The services and products offered by the change team are free to all local authorities across Scotland.

Examples of the practical support the Change Management team can provide can be found below. This list is non exhaustive and we are always open to discuss bespoke offerings tailored to your own organisation to support change and transformation.

The offer provided by the Change Management Team complements other support across the Improvement Service. Our offer of support is based on four themes:

1. Outcome Focused Service Redesign
2. Leadership, People and Culture
3. Place and Empowerment
4. Data and Business Intelligence

To contact us email: changemanagement@improvementservice.org.uk

Part One Workshops - Change and Transformation

Workshops	Information	Intended Audience	Additional Notes
What does change and transformation look like?	Thought provoking presentation to challenge thinking about what change and transformation could look like. Opportunity to build in discussion on local direction.	Strategic managers and/or councillors to challenge thinking and broaden aspirations and direction.	One hour presentation & option to build in discussion.
Critical friend on Local Outcome Improvement Plan (LOIP), Corporate Plan, Change/ Transformation Programme	Desktop review of core council plans to review alignment, followed by facilitated workshop presenting findings and leading discussion on local direction.	Strategic managers.	Timings based on request.

Workshops	Information	Intended Audience	Additional Notes
Professional Development Award in Decision Making, Innovation and Business Analysis (accredited course)	Part 1: Understand tools for business analysis and how to apply these. Part 2: Look at how to make proposals and decisions for innovation.	Employees who are either new or aspiring business analysts or those whose current role involves business analysis but want to consolidate learning.	Mixed council cohorts run through the year or if there is demand for a council specific cohort this could be scheduled.
Introduction to Business Analysis Tools	Overview of what business analysis is and how it can support change and transformation.	Employees involved in change and transformation projects.	Half day workshop.
Basic Customer Journey Mapping (Basic CJM)	Introduction to CJM - a tool for designing services around customers. Approach to designing could be adopted and used to identify change and improvement projects.	Employees involved in change and transformation projects.	Half day workshop.
Process Mapping	Introduction to process mapping. Process maps show the various tasks involved in a process; the persons/systems responsible for carrying them out and the process flow.	Employees involved in change and transformation projects. We ask for real life example to be brought to this workshop.	Can provide evidence for the need for change & be an effective tool for testing a new way of working. Half day workshop.
Advanced Customer Journey Mapping (Advanced CJM)	Building on our basic CJM, we introduce personas, mapping internal front/back office processes and the need for collection of data.	Employees involved in change and transformation projects. We ask for real life examples to be brought to this workshop.	Half day workshop. This can provide evidence for the need for change.
Desktop Research	Research of best practice and lessons learned from other areas.	Employees responsible for delivering change and transformation across the organisation.	Timeframe - TBC; based on request.
Peer Review	The IS can support and facilitate peer reviews to share practice across organisations.	Employees responsible for delivering change and transformation across the organisation.	Timeframe - TBC; based on request.
Support to Service Reviews	The Change Management Team can provide a range of support to reviews including critical friend; facilitating	Senior employees responsible for delivering change and transformation across the	Timeframe - TBC; based on request.

Part Three Workshops - How do we deliver change and transformation?

Workshops	Information	Intended Audience	Additional Notes
Professional Development Award in Project Management (accredited course)	Increase skills and capabilities on an incremental basis. Employees must deliver a live project which involves preparing a business case through to project implementation.	Employees who are either new or aspiring project managers or those whose current role involves project management but want to consolidate learning.	Mixed council cohorts run through the year or if there is demand for a council specific cohort this could be scheduled. More detail on the IS website.
Critical Friend on Project Management Framework	Ensure your current project management framework fully reflects the strategic direction of the organisation and its environment to ensure it is fit for purpose. Lessons learned and practice from other areas would be built into this support. Includes business case development.	Senior employees responsible for change and transformation across the organisation.	A project management framework provides a structured approach to delivering projects. This means that, across an organisation, there is a common language, culture and method to delivering projects.
What is a business case workshop	Build awareness of the importance of having a business case that sets out the case for change before fully commencing a change or transformation project.	Employees involved in delivering projects - to understand approaches to projects and purpose of a business case.	Half day workshop.
How to develop a business case workshop	How to approach a business case, what information to include, who to involve.	Senior employees who are responsible for delivering change and transformation projects.	Half day workshop.
Critical Friend on Business Case Development	Critical friend role in the development of business cases to provide rigour and challenge.	Senior employees responsible for delivering change and transformation across the organisation.	TBC
Managing Stakeholders through change and transformation	Explore different approaches to identifying and managing stakeholders including power/ interest grids and communication approaches.	Employees involved in change and transformation projects.	Half day workshop.

Part Four - Additional Supporting Tools/ Resources

Tool/ Resource	Information	Intended Audience	Additional Notes
Webinars	Presentation on key topic and opportunities for sharing best practice.	Employees responsible for delivering change and transformation across the organisation.	Webinar recording can be found on the IS YouTube channel.
Change Manager's Network Knowledge Hub	Online resource with tools, templates, reports to support change and transformation.	Employees responsible for delivering change and transformation across the organisation.	More information on https://khub.net/group/change-managers-network-scotland-
Business Analysis Toolkit	Business Analysis work can be very varied. Our toolkit recognises that and has a range of different tools and techniques to ensure project decision makers are well informed.	Employees responsible for delivering change and transformation across the organisation.	More information on the IS website.
Networking Events	Events focuses on building networks and sharing best practice of those involved in delivering change and transformation.	Employees responsible for delivering change and transformation across the organisation.	If you would like to receive news about upcoming events, please let us know by emailing changemanagement@improvementservice.org.uk

Meet the Change Management Team

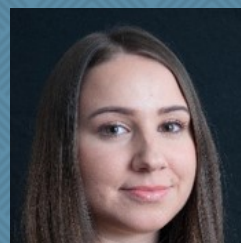**Gerard McCormack, Interim Head of Change and Partnership Delivery**

Clare Sherry, Interim Manager: Change Management

Adam Hall, Business Analyst, ELC Expansion

Margaret Ho, Project Officer - Change and Business Analysis

Emily Petrova, Project Officer - Change Management

Lisa Kennedy, Business Analyst, ELC Expansion