

Survey of Change Management in Scotland's Local Authorities

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Introduction

Following on from the first Change Managers Network meeting on 28th January 2015, the Improvement Service issued a survey to gain baseline data on change activity within Scottish Councils. A total of 27 responses were received with 23 councils represented.

A work programme has been produced outlining the main deliverables that the IS can offer through the Change Managers Network. This programme has been shared on the Knowledge Hub and can be accessed by clicking [here](#). If you have any comments on the deliverables mentioned in the programme then please get in touch. We are happy to have a conversation around specific or general needs.

Governance and Remits

The findings from the survey indicate that responsibility for managing the council's change activity normally sits within a corporate team and either reports to the Chief Executive or if they are based in a corporate service department, the Director, Head of Service or Senior Manager. One council's change team reports directly to a Change Board. The number of staff in corporate change teams ranges from 4-20. For those councils that do not have a corporate change team, responsibility for change activity sits within individual services. The table below outlines the governance arrangements in place for managing change within councils.

A full list of remits and ongoing change activity is available in [Appendix 1](#)

Council	Who is responsible for managing change activity?	Who do they report to?	How many staff?
Aberdeen City Council	Service led – some corporate resource currently being recruited	Service Directors	N/A
Aberdeenshire Council	Service led - Professionals within services <ul style="list-style-type: none"> • Business Analysts & Improvement Officers within Business Services • Quality Improvement Officers within Education 	Heads of Service & Senior Managers	17
Angus Council	Corporate Team - Transforming Angus Programme Office sitting in Resource Directorate	Strategic Director – Resources	6 in core team
Argyll and Bute Council	Corporate Team – Improvement and OD	Head of Improvement & HR & Strategic Management Team	Looking at requirements
Clackmannanshire Council	Corporate Team - Finance and Corporate Services	Head of Strategy & Customer Services	6
Dumfries & Galloway Council	Corporate Business Improvement Team - Chief Executive's Service	Assistant Chief Executive	Core team of 5 with 6 secondees in a delivery team
Dundee City Council	Corporate team - Chief Executive's Department	Chief Executive	5
East Lothian Council	Service led - Change considered at service level through service plans (3 year period)	N/A	N/A

East Renfrewshire Council	Corporate team - Programme Management Office	Head of Service for Customer Services & Business Change	5 FTE, 1 junior member and interns. Project Managers within services.
Fife Council	Corporate Community and Corporate Development Team	Change & Coordination Manger	Varies
Glasgow City Council	Hybrid model – both corporately and within services – plans to become increasingly corporately driven	Head of Communication and Service Development	15
Highland Council	Corporate Improvement Team - Corporate Development Directorate	Director of Corporate Development (Depute Chief Executive)	Around 20
Inverclyde Council	Corporate - Directorate - Education, Communities and OD	Corporate Director	6 permanent and 1 temp
Moray Council	Corporate team- Designing Better Services Transformation Programme – plans to establish a PMO under HR/ICT	Chief Executive	1 Programme Manager 2 Business Analysts 1 Programme Management Officer
North Ayrshire Council	Corporate Change Team - Chief Executive's Directorate	Head of Democratic Services	8
North Lanarkshire Council	Corporate Service Improvement Team - Chief Executive's Office	Corporate Service Improvement Manager & Chief Executive	7 with varying responsibilities
Orkney Islands Council	Corporate team - Corporate Services	Change Programme Board	4
Renfrewshire Council	Corporate team -Business Services (Finance and Resources Service)	Better Council Programme Manager, Business Services Manager & Head of Reform and Change	14
South Ayrshire Council	Corporate Business Improvement team - Chief Executive Office. Services also have a responsibility to lead change.	Head of Policy and Performance	6
South Lanarkshire Council	Led by CMT, not the responsibility of one team	N/A	N/A

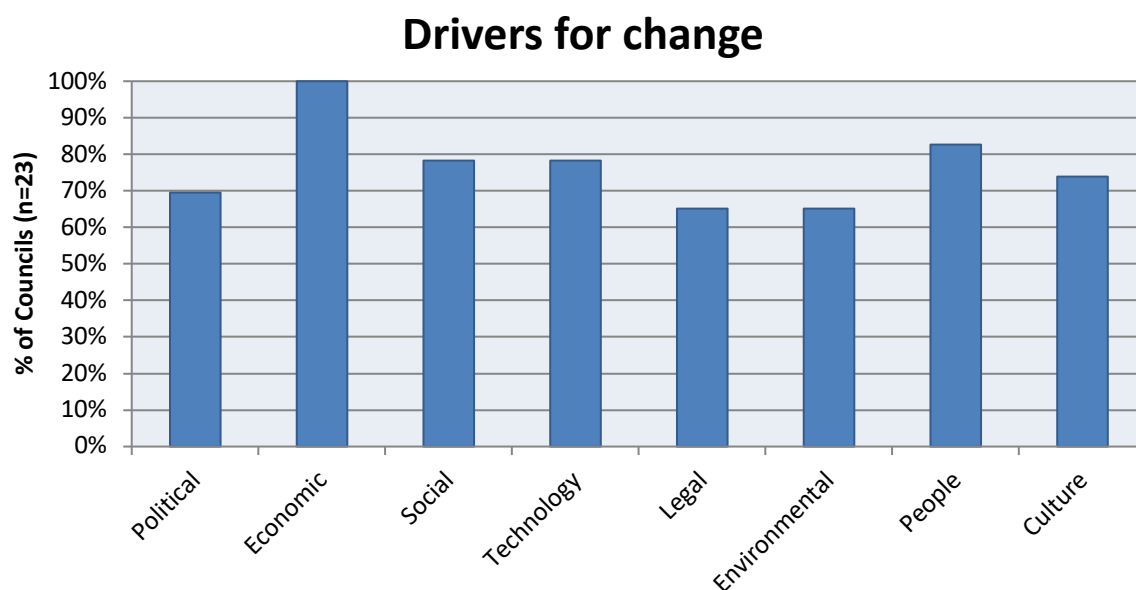
Stirling Council	Corporate team – Programme Management Office	Senior Manager – Corporate Services	11
West Dunbartonshire Council	Corporate team - OD & Change	OD & Change Manager, Head of People & Transformation, Director of Corporate Services	4 to 5
West Lothian Council	Corporate Performance and Improvement Team - Corporate Services	Head of Corporate Services	12 – not all duties change related

Drivers for and Barriers to Change

What are the drivers for change within your council?

All councils indicated that financial pressures are a driver for change. Budget cuts are impacting on public services across Scotland and smarter ways of working and reducing costs are essential to continue delivering these services.

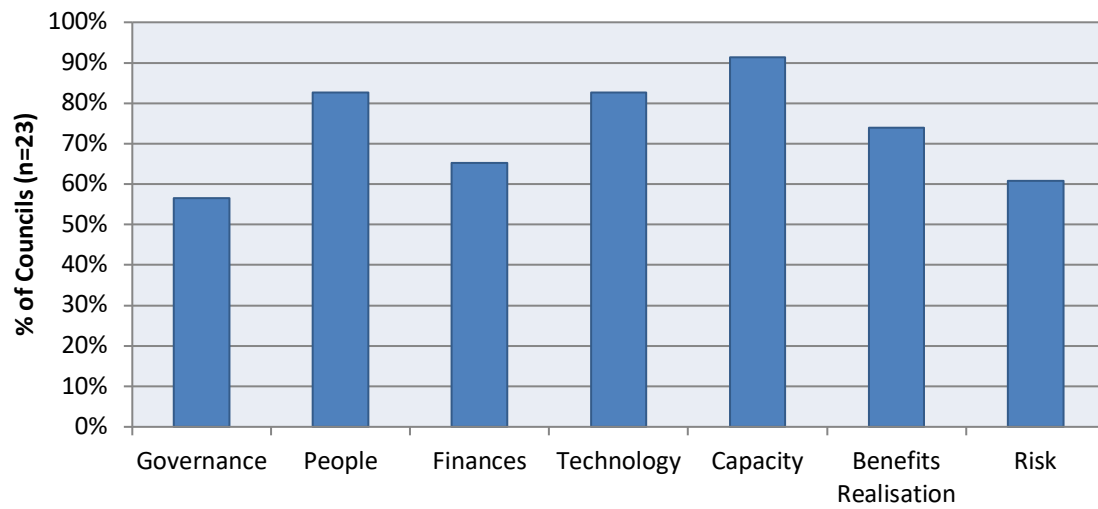
Other factors are outlined in the table below:



What are the barriers to change within your council?

All councils reported a lack of capacity as a barrier to change within their organisation. Just over half of councils reported finances as a barrier to change. While councils have indicated that most programmes and projects will be implemented in order to secure savings, councils must be sufficiently resourced in terms of staff, skills or technology to make these projects and programmes a success and consider new ways of working. Other high scoring barriers were technology and people.

Barriers to Change

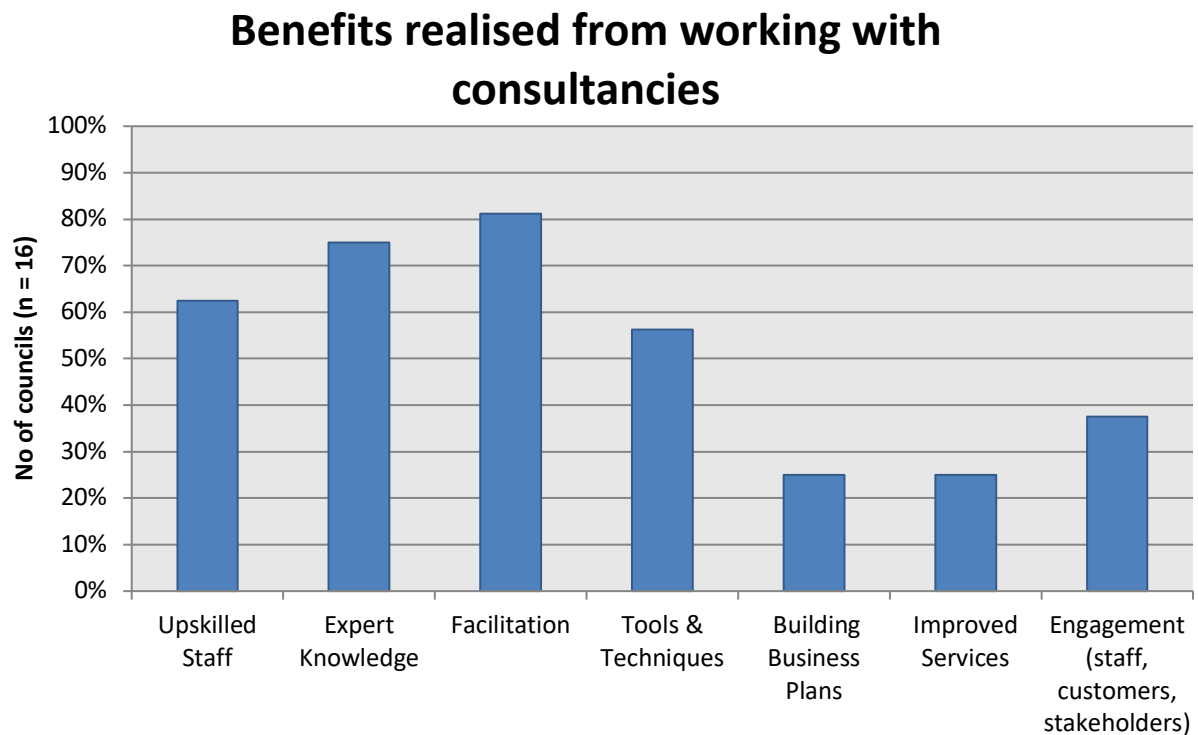


The purpose of the Change Managers Network (CMN) is to help support those leading change within councils. One of the key priorities for the CMN will be to support councils to build and share skills, capacity and expertise. A key role for the IS will be to help councils identify support needs and opportunities to share good practice and work together.

Use of Consultancies

16 of the 23 councils who completed the survey have used, or are currently using, consultancy services or working with strategic partners in their change initiatives. Responses from councils indicated that spend on consultancy services ranged from £10k - £80k in 2013/14, with varied satisfaction levels.

The following table indicates the benefits councils have realised as a result of working with consultancies:



Examples of work consultancies have undertaken to support councils with the delivery of their change programmes include:

- Development of change programme
- Upskilling of professional staff
- Data gathering
- Development of business case
- Smarter Working Programme

Ten councils indicated that they would be willing to share details of their work with consultancies. These may be shared through the Knowledge Hub, case studies or through the webinar series.

Collaborative Working

Between Councils

The survey findings indicated that 14 of the 23 Councils who responded are currently working or have worked with at least one other council on their change programmes,. The remaining 9 expressed an interest in working in collaboration with another council on change initiatives.

Feedback from current collaborations was mainly positive; however, respondents noted that several of these collaborations are too new to accurately assess their impact. As mentioned earlier, given that capacity is one of the biggest barriers to change cited by councils, a collaborative approach may help overcome this barrier and be mutually beneficial for councils.

Examples of Collaboration between councils include:

- North Lanarkshire and Stirling Councils in relation to Smarter Working
- Stirling & Clackmannanshire Councils on shared services for roads and waste
- Orkney & Highland Councils have had conversations about a joint CRM system

Benefits of working in collaboration:

- Don't need to 'reinvent the wheel'
- Lessons learned and good practice shared
- Opportunities to share services and kick start projects with partners

With Community Planning Partners

A total of 12 councils (52%) indicated that they had worked with Community Planning Partners to deliver elements of their change programmes. Twelve councils also indicated that they worked with CPPs to deliver other services or were gathering information on how to work with them on change activities.

Examples of collaboration with Community Planning Partners include:

- Councils working with NHS to deliver Health and Social Care Integration
- Councils working with NHS and Third Sector partners to deliver the Early Years Collaborative
- Councils extending the use of their Citizens Panels to CPPs
- Councils working with other Community Planning Partners to deliver place based approaches

Change Managers Network

Councils were asked about their vision for the Change Managers Network, what support they would require and what they can bring to the network.

What would you like from a Change Manager's Network?

- The top response (84%) was for a 'space' to share good practice, experience and lessons learned etc.
- Other popular answers included:
 - Mutual support e.g. avoid reinventing the wheel, sharing business cases to prevent duplication (59%)
 - A forum to meet other people in similar roles and create network opportunities (48%)
 - To test ideas (37%)

What can we do to help you achieve this?

The IS has set up the Change Managers Network Knowledge Hub group which now has over 80 members from the IS and Scottish councils. This provides a network community where members can discuss change and share documents which will be useful to others. The IS will also help to identify examples of good practice from councils, the wider Scottish public sector and internationally and share with the group. All members of the network have an opportunity to use it to share what they are working on, to ask for support from colleagues across the network and to test ideas with members. The IS encourages users to take this opportunity.

To aid networking opportunities the IS will coordinate and facilitate future Change Managers Network events where members will have the chance to meet in person to discuss topical issues. All members have an opportunity to help shape these events and suggestions for the agenda, venue and structure of these events will be taken into account when planning them. A forum thread will be set up on the Knowledge Hub for this to be discussed.

If you have any further thoughts about what the Change Managers Network can be used for then please get in touch or raise a question on the KHub group. Members have the ability to create forums, share documents in the library and start a wiki. Guides to help you get the most out of the Knowledge Hub are available [here](#).

What are you willing to share with others?

Councils were asked what types of resource they currently had available that could be shared with the network. These are listed in the table below:

What kind of resource are you willing to share?	Number of councils
Change/Improvement Strategies	7
Training modules/courses	11
Guidance materials	13
E-learning courses	7
Improvement Toolkits	10
Change Methodologies (skills & theory)	11
Details of consultancy working	3
Case studies	9

Process Maps	6
Newsletters	3
Surveys	7
Innovative/good practice	8
Other	8

Examples of resource included in 'other' field:

- Programme/project business cases
- Approach to customer consultation
- Details of Leadership Development Programme
- Smarter Ways of Working

All responses indicated that councils have information that will be useful to the network which is available and ready to share, or information under development that will be available soon. The IS will be in contact with respondents for more information on these resources and to discuss how colleagues in the network could potentially benefit from them. In the meantime we would encourage you to share documents on the Knowledge Hub page for others to view and comment upon. A common theme throughout the survey was that councils do not have time to 'reinvent the wheel'. A shared resource bank may prevent duplicating work that has already been done before.

Examples of resources that have already been shared include:

- **Councils' Change or Improvement Strategies** – a number of councils ([Appendix 3](#)) have already shared their strategies on the Knowledge Hub group
- **E-learning** is shared via [Access2Learning \(A2L\)](#), which is the Improvement Service's free e-learning platform. It offers a wide range of learning resources designed to enhance staff development across Scottish local government, public and third sectors. It contains resources on different topics that can be used on your organisation's learning management systems and some that can be adapted (if permissible) to suit your organisation's needs. Resources are produced by councils themselves, by the Improvement Service and by a wide range of other organisations. E-learning resources provided through the CMN will be available on this platform. A catalogue of courses currently on A2L is available in [Appendix 4](#).
- The IS Business Analyst team has conducted some research on behalf of East Renfrewshire Council and shared the learning as an example of good practice. Links are available below:
 - [Wigan Council – 'The Council of Tomorrow..... Today'](#)
A look at some of the work going on at Wigan Council in regards to their transformation programme and their digital services.
 - [Copenhagen – 'Digital Copenhagen'](#)
A look at Copenhagen's Digital Infrastructure and Sustainable Projects including lessons learnt and benefits realised.

Skills

What skills do you think are essential for delivering change and are there any which you think need further developed or strengthened in your council?

Responses indicated that both 'hard' and 'soft' skills are important for delivering change. Examples of the most common skills that are needed are indicated below:

'Hard' skills – specific abilities related to the core business of an organisation:

- Business, performance and data analysis
- Ability to undertake benefits realisation and management
- General change management skills
- Ability to implement improvement tools and techniques
- Risk management

Soft Skills – related to people management:

- Leadership
- Effective communication across the council
- Effective communication throughout a projects lifecycle
- Ability to innovate

One of the main ways in which the Change Managers Network could add value is by councils sharing skills and expertise with each other. The network if used effectively may enable:

- Implementation of projects through effective information sharing (e.g. business plans)
- Joint working opportunities where costs and demand pressures can be shared
- Joint training opportunities procured at a shared cost or delivered by councils themselves

The IS has created a [work programme](#) outlining some of the deliverables that we will offer councils and many of these are linked to building skills and capacity. For example:

- Webinars will be run on a monthly basis to help share good practice and develop skills e.g. an expert in benefits management has agreed to speak in the summer
- Joint training opportunities are being sourced e.g. cooperative learning training organised by the IS in May to improve staff facilitation skills, identified by most councils as the key benefit from using consultancies.
- Free learning resources are available through A2L (full list in [Appendix 4](#) including a section on Managing Change) with other learning opportunities available posted on the KHub (e.g. benefits management training resource)

Change methodologies and their application

Councils were asked about how they had used 10 widely used methodologies related to topics such change, project management, programme management and process improvement. Feedback was given on what had worked well, challenges faced and areas that a methodology had been used in.

A full breakdown of what councils have used certain methodologies is available in [Appendix 2](#).

What support would you like from the Improvement Service?

The Improvement Service works with Scottish councils and their partners to improve the efficiency, quality and accountability of local public services by providing advice, consultancy and programme support. Councils were asked what their specific support needs were going forward, and we will follow this up with the offer of a meeting with each council to discuss their specific t needs. Some of the most common responses were as follows:

- Defining what the IS can offer in terms of support
- Coordinating and arranging training opportunities provided by both the IS and councils
- Signposting to existing change work and what other councils are doing ([Appendix 1](#))
- Support for networking and facilitation of the Change Managers Network

Appendix 1: Summary of Change team remits, operational and strategic change

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
Aberdeen City Council	No central change team	Currently launching strategic vision. Interrelated programmes will deliver both strategic and operational transformation.	Operational change ongoing.
Aberdeenshire Council	Remit likely to change going forward, some main priorities are: <ul style="list-style-type: none"> • Securing efficiencies • Budget savings • Developing managers in process improvement For Improvement officers <ul style="list-style-type: none"> • Business transformation • Early Years Collaborative (EYC) • Kaizen for Daily Improvement (KDI) • Integration Worksmart officers <ul style="list-style-type: none"> • Asset rationalisation strategy • Enabling flexible working 	Focus on reviewing strategies to take account of budget savings <ul style="list-style-type: none"> • Strategic Review • Transformational programmes • Channel Shift • Approach to Commercial and Procurement will be key in revising strategies 	New Chief Executive and council priorities will decide operational change
Angus Council	<ul style="list-style-type: none"> • Digitisation of Services • Agile Working • Improved business processes • Estate review • School estate investment programme • Culture & Leisure Trust • Adult Care 	Transforming Angus programme. Work is ongoing with full strategy in development. Includes work outlined in the remit	Work outlined in remit plus service reviews and LEAN reviews

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
	<ul style="list-style-type: none"> • Procurement • Transportation • Residual waste • Fleet management 		
Argyll and Bute Council	<p>Main focus is:</p> <ul style="list-style-type: none"> • Service choices • Planning our future • Business Process Review Programme • Development of a service improvement toolkit • Corporate projects 	<ul style="list-style-type: none"> • Service choices • Whole Council review • Health & Social Care integration • Planning the future 	<ul style="list-style-type: none"> • Service planning and improvement • Digital First • Organisational changes in Children and Families service ahead of H&SC integration
Clackmannanshire Council	<ul style="list-style-type: none"> • Facilitate and support performance and change management in services • Working with Vanguard consulting in Housing and Licensing services 	<p>Developing a transformational change programme that includes:</p> <ul style="list-style-type: none"> • Organisational Development • Digital Services • Multi-purpose facilities • Zero based budgeting • Early intervention and prevention 	<p>Prioritising statutory services:</p> <ul style="list-style-type: none"> • Including service reviews • Services associated with intervention and prevention • Shared Education and Social Services with Stirling Council <ul style="list-style-type: none"> ○ Proposed lead authority model
Dumfries & Galloway Council	<ul style="list-style-type: none"> • Re-shaping the council • Service review programme • Self-assessment programme • Benchmarking for improvement • Staff suggestion scheme • Maximising attendance project 	<ul style="list-style-type: none"> • Re-shaping the council • 12 cross service reviews • Channel shift • Customer strategy • Agile working • Mobile & flexible working • Health & Social Care integration 	<p>Operational and service level change is ongoing and constantly linked to service reviews and benchmarking.</p>

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
Dundee City Council	<ul style="list-style-type: none"> • Support and manage change across the council • Better use of assets (e.g. fleet and properties) • Re-designing service delivery • Corporate business support • Service specific projects <ul style="list-style-type: none"> ○ Street cleaning & ground maintenance ○ Channel shift & digital services ○ Mobile working 	<p>Currently exploring what next as Phase 4 of transformational programme. Likely projects to be focused on:</p> <ul style="list-style-type: none"> • Channel shift • Mobile working • New ways of working • Additional projects TBC 	<p>Using local govt. benchmarking data to target areas of high cost/performance and under performance. Areas being explored:</p> <ul style="list-style-type: none"> • Home care • Street cleaning
East Ayrshire Council	<ul style="list-style-type: none"> • Organisational Development • Corporate training • Leadership development • Delivering transformational strategy • Management restructure • Community development 	<ul style="list-style-type: none"> • Health & Social Care integration • Alternative delivery models • Estate rationalisation • Strategic Leadership Programme • Collaborative activities with North and South Ayrshire 	<ul style="list-style-type: none"> • Revised management structures • Elected member coaching and masterclass • Workforce development • Services developing staff
East Lothian Council	<p>Change does not sit with any given team but is considered within services. Services have a 3 year plan which is updated annually, with service managers carrying out SWOT and PESTLE analysis as part of the process.</p>	<ul style="list-style-type: none"> • Integration of Health & Social Care • Self-directed support • Increase in partnership working (e.g. joint positions with Midlothian) • Community Planning • Local Area Network Managers • One Council approach • Self-service web services • Increase community engagement <ul style="list-style-type: none"> ○ Tenants and Residents Panels 	<p>Lots of operational change, examples listed below:</p> <ul style="list-style-type: none"> • Changes to services (e.g. free school meals for Facilities Mgmt.) • Collection of business refuse - Integration of teams from East Lothian and Midlothian • Environmental services • Trading Standards • Health & Safety

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
		<ul style="list-style-type: none"> ○ Community partnership ○ Localised decision making and planning (e.g. community hospitals) 	
East Renfrewshire Council	<ul style="list-style-type: none"> ● Delivery of programmes and projects ● Service reviews and redesigns ● Agile ● Electric document and records management system (EDRMS) ● Care at Home ● Care Finance ● Self-Directed Support (SDS) ● Trust for Sport Centres ● Environment ● End to end service reviews 	<p>New 2015-18 change programme being created aligned to Target Operating Model and Budget Savings</p> <ul style="list-style-type: none"> ● Agile ● EDRMS ● Asset Management ● Digital ● IT Review 	<p>New 2015-18 change programme being created with specific projects for services</p> <ul style="list-style-type: none"> ● Care finance ● Care at home for CHCP ● Creditors for Finance dept. ● Online balances for Education
Fife Council	Still under development	-	-
Glasgow City Council	<p>Depends on what is required:</p> <ul style="list-style-type: none"> ● Manage overall change programme ● Deliver change ● Support delivery 	<ul style="list-style-type: none"> ● Developing action outlined in remit ● Change programme with £27m savings targeted 	
Highland Council	The change team runs any major, complex or critical projects/programmes.	<p>Over 100 pieces of work ongoing. Some of the more notable projects are:</p> <ul style="list-style-type: none"> ● Transport Programme ● Digital First ● Managing Information ● Mobile Service Delivery ● Income Generation 	<p>Over 100 pieces of work ongoing. Some of the more notable projects are:</p> <ul style="list-style-type: none"> ● Transport Programme ● Digital First ● Managing Information ● Mobile Service Delivery ● Income Generation

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
Inverclyde Council	<ul style="list-style-type: none"> • OD (planning for the future) • Leadership, Succession Planning and Skills Development • Employer of Choice • Grading and Pay 	<ul style="list-style-type: none"> • Personnel Admin • Performance appraisals • 360 appraisal • Organisational design • Variety reduction • Succession planning • Mentoring • Training needs • Core training • New ways of working • Employee attendance and well-being • Grading and pay 	<ul style="list-style-type: none"> • Personnel Admin <p>Under consideration via budget savings exercise</p>
Moray Council	<ul style="list-style-type: none"> • Process/system redesign • Development of business cases • Implementation, planning and delivery • Communication • Benefits Realisation 	<ul style="list-style-type: none"> • Health and Social Care Integration • Digitalisation • Designing Better Services • New operating model <ul style="list-style-type: none"> ○ Customer Services inc. channel shift ○ Procurement ○ Property Services ○ Fleet/Asset Management • New ways of working <ul style="list-style-type: none"> ○ Paperlight ○ Mobile and flexible working • New technology <ul style="list-style-type: none"> ○ Electric document and records 	<p>See strategic, these activities impact on all council employees</p>

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
		management system (EDRMS) <ul style="list-style-type: none"> ○ Smartphones ○ Shared drive rationalisation • Property Rationalisation	
North Ayrshire Council	<ul style="list-style-type: none"> • Project management • Change Management • Software implementation • Service transformation work • Process Improvement 	<ul style="list-style-type: none"> • Transformation of specific services (e.g. reorganisation) • Shared Services • Electric document and records management system (EDRMS) 	<ul style="list-style-type: none"> • Process improvements • Health & Social care integration and improvement
North Lanarkshire Council	<ul style="list-style-type: none"> • Performance Management Framework • Developing Community Plan, Single Outcome Agreement & Corporate Plan • Supporting continuous improvement • Managing and developing PerformNL • Statutory functions (e.g. public performance reporting) • Co-ordinating the delivery of the citizens' panel 	Service and People First transformational programme has been in place since 2007. This has three main strands: <ul style="list-style-type: none"> • Efficiency • Workforce development • Improving organisational culture Some key achievements of this programme are outlined below: <ul style="list-style-type: none"> • Reduced number of senior managers • One of the lowest rents in Scotland • Improved attendance • Corporate Investors in People • Organisational values introduced 	Phase One of the Smarter Working Programme has commenced, details are outlined below: <ul style="list-style-type: none"> • Efficiency savings • New ways of working • Increased accessibility of services • Deploying business process and accommodating staff more efficiently • Reduced costs • New policies and procedures • Tools and infrastructure • Mobile and flexible working • Modernised service delivery • Use of technology
Orkney Islands Council	<ul style="list-style-type: none"> • Carrying out Stage 1 of Programme (Analysis & Benchmarking Phase) • Delivering 2015/16 budget 	<ul style="list-style-type: none"> • Medium Term Integrated Resource Strategy – will be shared once completed 	<ul style="list-style-type: none"> • ICT improvements • Scoping long term solutions with workshops and seminars

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
	<ul style="list-style-type: none"> ICT (development of platforms) 	<ul style="list-style-type: none"> CRM Digital Strategy Bigger changes being scoped in terms of funding, legislation and costs 	<p>Key areas for future service delivery:</p> <ul style="list-style-type: none"> Baseline budget Funding levels Statutory Requirement Performance levels Demographics Council Priorities
Renfrewshire Council	<p>For Better Council Strategic Change Programme</p> <ul style="list-style-type: none"> Programme and project management Business analysis <p>Other programmes involved in:</p> <ul style="list-style-type: none"> Welfare reform Health & Social Care integration Establishment of a Renfrewshire Leisure & Cultural Trust 	<p>Phase 1 of the councils change strategy “A Better Future, A Better Council” is underway, with phase 2 being planned. Phase 1 focused on:</p> <ul style="list-style-type: none"> Developing corporate support model New approaches to commissioning Workforce planning Agile 	<p>There is widespread ongoing operational/service level change which is co-ordinated with the wider transformation programme</p>
South Ayrshire Council	<p>New Business Improvement Team being established. Remit will be:</p> <ul style="list-style-type: none"> Facilitate continuous improvement (e.g. LGBF, self-assessment) Programme of reviews to establish new ways of working 	<p>Framework being developed</p>	<p>Three year programme of committed Service Reviews</p>
South Lanarkshire Council	<p>Change not the responsibility of any one team, led by CMT</p>	<p>Programme of reviews supported by an Improvement Unit, CMT & Senior Management</p>	<p>Completed reviews:</p> <ul style="list-style-type: none"> Facilities Property Grounds Maintenance Communication

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
			<ul style="list-style-type: none"> • Utilities • Charging Reviews underway: <ul style="list-style-type: none"> • Finance • IT • Advice Services • Employability • Customer Contact • Administration Services 6 more reviews planned
Stirling Council	Varied remit <ul style="list-style-type: none"> • Transformational work • Service led work • Modernising services • Customer Service development • Digital agenda • CCTV 	TBC – new management in place	
West Dunbartonshire Council	Focus is on developing and supporting workplace of the future <ul style="list-style-type: none"> • New ways of working • Develop workforce capability • Change management support • Development of change management tools • Supporting Change in corporate and service area projects 	<ul style="list-style-type: none"> • Workplace of the future • New ways of working • Corporate projects • Channel shift • Office rationalisation project 	<ul style="list-style-type: none"> • Restructures • Process reviews • Case management systems • Electronic document systems

Council	What is the remit of the change team?	What strategic change is ongoing?	What operational change is ongoing?
West Lothian Council	Driving the modernisation and improvement of council services through: <ul style="list-style-type: none"> • Programmes of planning, quality and programme management • Process improvement activities • Provision of programme and project management • Development & implementation of quality frameworks, standards and systems 	Delivering Better Outcomes which is a root and branch review of all services provided by the council.	Significant changes as part of Delivering Better Outcomes include: <ul style="list-style-type: none"> • Working with partners to deliver better outcomes • Preventative Interventions • Modernising Services • Workforce Management • Managing our Assets • Delivering Effective Procurement • Reviewing Income and Concessions • Reviewing Customer Relationships • Reducing Energy Use

Appendix 2: Change Methodologies

The survey asked what Change Methodologies are being used within councils. This analysis includes information provided at the Change Managers Event in January.

Lean and Prince2 are the most popular methodologies being adopted with 20 and 19 councils using them respectively. Kaizen and Six Sigma are also relatively popular with the former being used by 12 councils and the latter by 10 councils. Less popular methodologies are Agile (used by 3 councils), Champs2 and Scrum (both used by 1 council), and Waterfall (used by 2 councils).

Council	Change Methodologies							
	Agile	Champs2	Kaizen	Lean	Prince2	Scrum	Six Sigma	Waterfall
Aberdeen City	X		X	X	X		X	
Aberdeenshire			X	X	X		X	
Angus				X	X			
Argyll and Bute				X	X			
Clackmannanshire				X				
Dumfries & Galloway	X	X	X	X	X	X	X	
Dundee City				X	X		X	
East Ayrshire				X	X			
East Lothian				X	X		X	
East Dunbartonshire				X			X	X
East Renfrewshire				X	X			
City of Edinburgh	X		X	X				
Fife			X	X	X			
Glasgow City				X	X			
Highland					X			
Inverclyde								
Moray			X	X	X			X
North Ayrshire	X		X	X	X		X	
North Lanarkshire								
Orkney					X			
Perth and Kinross			X					
Renfrewshire			X	X	X		X	
Shetland			X					
South Ayrshire			X	X			X	
South Lanarkshire				X	X			
Stirling					X			
West Dunbartonshire			X	X			X	
West Lothian					X			

Other Methods Used by Councils

Council	Other Methods used
Aberdeenshire	Early Years Collaborative Methodology
Angus	Managing Successful Programmes (MSP)

Dundee City	Plain English Improvement Portal based on Lean/Whole Systems Thinking
East Renfrewshire	Service Reviews
City of Edinburgh	Prosci
Highland	Managing Successful Programmes (MSP)
Inverclyde	Stakeholder Engagement
Moray	Isochron's Dimension 4 approach to benefit realisation
Orkney	Prince 2 Hybrid
Renfrewshire	Business Process Re-engineering

How methodologies are being used and what challenges have been faced when using them.

Lean

Councils indicated that Lean had delivered what was needed in 100% of cases. Councils indicated that Lean is being used to support:

- Business Process Redesign and Improvement
- Lean service or programme reviews
- The delivery of elements of projects and larger programmes

Councils indicated that the following issues and challenges have been encountered when using Lean:

- To be successfully deployed across the council, the implementation of Lean requires good governance and managerial support
- Culture – too much jargon and people resistance
- Capacity - not enough staff with the correct knowledge

Prince2

Councils indicated that PRINCE 2 delivered what was needed in 89% of cases. Many councils have their own 'hybrid' version with a slightly less rigid structure.

Challenges encountered when using PRINCE 2 were;

- Capacity – Managers are often trained in PRINCE 2 but officers working on projects are not.
- The structure of Prince2 is too rigid and there is too much paperwork
- Prince2 is not consistently adopted across the whole council

Kaizen

All 12 councils using Kaizen stated that it is delivering what is need. It is being used for:

- Service and process improvement
- Delivery of projects
- Rapid or daily improvement

Challenges encountered when using Kaizen:

- Getting the right people to deliver the rapid improvement
- Not used once the management or improvement team have initially introduced the concept

Six Sigma

The four councils using Six Sigma noted that it had delivered what was needed. It has been used for:

- Process level improvements

Appendix 3: Improvement Strategies & Council Plans

The following table is a list of Improvement Strategies that have been sent to us by network contacts or are publicly available on council websites. A wiki page will be created on the Knowledge Hub group for councils to update this information if strategies become available.

If you have a Council plan or strategy that is relevant to the Change Managers Network then please store it on the Knowledge Hub library under the directory marked [Council Plans & Strategies](#).

You may need to be logged into the Knowledge Hub or be a member of the Change Managers Network group to access the links below.

Aberdeen City	Under Development
Aberdeenshire	Improvement Strategy 2014-17
Angus	Transforming Angus Programme Update March 2015 Transforming Angus Programme Update Feb 2015
Argyll & Bute	Corporate Plan 2013-17
City of Edinburgh	Strategic Plan 2012-17
City of Glasgow	Strategic Plan 2012-17 City Centre Strategy and Action Plan 2014-19
Clackmannanshire	Making Clackmannanshire Better 2014-15 Budget Proposals
Dumfries & Galloway	
Dundee City	
East Ayrshire	Transformation Strategy 2012-17 Transformation Strategy 2012-17 – Budget Proposals OD Strategy under revision
East Dunbartonshire	ICT Strategy 2012-17
East Lothian	Under Development
East Renfrewshire	Under Development
Falkirk	-
Fife	Community Plan 2011-20
Highlands	
Inverclyde	Organisational Development Strategy 2013-16 OD Strategy Appendix 1 OD Strategy Appendix 2
Midlothian	Transformation Strategy 2013-17
Moray	Corporate Plan 2015-17 Change Strategy to be developed
North Ayrshire	Council Plan 2015-20 Transformation Strategy Under Development
North Lanarkshire	Service and People First programme website
Orkney	Change Programme - Project Initiation Document Change Programme - Ideas Funnel
Perth & Kinross	Under Development
Renfrewshire	A Better Future, A Better Council 2014-17 Connect Renfrewshire ICT Strategy
Scottish Borders	-
Shetlands	-

South Ayrshire	Under Development
South Lanarkshire	
Stirling	
West Dunbartonshire	Strategic Plan 2012-17 Change Management Framework
West Lothian	Improvement Strategy 2014-17 Delivering Better Outcomes 2013-17
Western Isles	Comhairle nan Eilean Siar website

Appendix 4: Access 2 Learning Catalogue



A2L Catalogue -
Jan2015.pdf