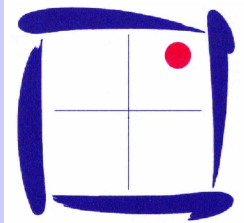


Change Management and Communications

The Key to Successful Implementation



The Challenge – Significant Departmental Changes

The Scottish Executive initiative to implement “e-Planning” across all Scottish authorities demands a fundamental change in working practices. The impact on a traditional Planning Department will be major.

For it to be successful, there will need to be some careful, well-planned management of change over and above basic project management.

Midlothian Council recognised this and asked ValueAdding.com to redesign the current processes in Development Control and Building Standards, whilst at the same time providing management with flexible support and guidance to ensure a well-planned and smooth implementation.

The Solution – Sensitive, Tailored Change Management and Communications

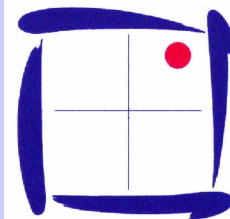
Our approach to the Change Management aspects of all such improvement projects is simple, yet effective:

- We lead managers and staff in the identification of relevant stakeholder groups
- Once identified, we then jointly assess the level of change readiness for each stakeholder group necessary to the success of the project being undertaken
- Through structured interviews, or a self-completed anonymous questionnaire, we make an assessment of that person’s readiness for change. (For larger stakeholder groups we have developed a web or intranet- based tool).

The diagram below shows the simple scorecard that ValueAdding.com used in Midlothian to review commitment at the start of the project. A comparison of the desired level of change readiness to the level found for each stakeholder group, highlighted where work must be undertaken to ensure the success of the project and the delivery of its benefits. This helped to structure the process redesign work with staff and also formed the basis for the change management and communications plan.

(Note that in Midlothian, the scope was to complete a change assessment of internal stakeholders only. The plan recommends that this is extended to external stakeholders such as agents, developers and members.)

ePlanning Commitment Scorecard - by stakeholder					
Stakeholder group	Level of Commitment				
	None	Aware of changes	Understand the benefits	Bought-In	Committed & supportive
Development Control					
Building Standards					
Admin					
Key					
Target commitment level					
Current commitment level					
Where current meets target					



What We Delivered

Working closely with managers and staff throughout the project we:

- Identified internal stakeholders and assessed their readiness for change
- Process mapped the current (As Is) processes in Development Control and Building Standards
- Facilitated an informal 'drop in' session for staff to validate and discuss the process maps. Not only did this achieve 'buy in' by involving all levels staff at an early stage in the project, it also raised awareness of the current process issues and the subsequent need for improvement
- Facilitated a visioning (To Be) workshop to engage managers and staff in defining the shape of the new ways of working
- Provided clear change management recommendations to the Project Board and produced an outline change management and communications plan
- Produced a high-level implementation plan to integrate with the communications and change management plan

The Benefits

The benefits of our approach to process redesign and change management are clear:

- Staff are fully engaged throughout the project:
 - Firstly, in the identification of the shortcomings of their current 'As Is' process
 - Secondly, in their input to the design of the new 'To Be' process
- Tailored change management, communications and implementation plans, provide management with the key to a well planned and successful implementation...

