



# Change Management Transformation Maturity Index

The index below sets out the typical **Change Management** characteristics demonstrated by councils at each stage of their transformation maturity.

It is split into five levels (Level 1 being lowest and Level 5 being the highest).

A fuller definition of the typical characteristics at each level is set out at the end of this document.

The following **Change Management capabilities** are covered.

- Organisation development
- Change analysis and organisation
- Change strategy and planning
- Stakeholder management
- Coaching
- Facilitation of engagement
- Communication
- Learning and development

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Organisation development	<p>There are no, or limited, organisation development practices in place.</p> <p>Council performance is not understood.</p> <p>There is no service or workforce planning aligned to strategy.</p> <p>Change is driven by external factors and is reactive.</p> <p>There is no golden thread between strategy, performance and learning development.</p>	<p>Workforce and service planning is in place, but it is not necessarily linked into budget planning or council plan outcomes.</p> <p>Some awareness of continuous improvement, and use of performance metrics is in place.</p> <p>Efforts may be being made to build towards a learning culture.</p>	<p>There is a system in place for organisation development, which oversees change and drives continuous improvement across the council.</p> <p>Strategic planning processes are in place and adopted.</p> <p>Changes are designed, initiated, and delivered within a structured approach.</p> <p>The council fosters a culture of innovation, and rewards test and learn approaches.</p>	<p>Organisation development practices are core elements of council processes and culture.</p> <p>Continuous improvement is embedded in all aspects of how the council works.</p> <p>There is a consistent, and personalised learning and development offer that supports achievement of council outcomes.</p> <p>The council is agile, and able to respond to change quickly.</p>	<p>Level 4 has been met.</p> <p>In addition, the council actively seeks to be leading in organisation performance and transformation.</p> <p>Leadership is visionary, anticipating and driving innovative approaches.</p> <p>Learning culture is embedded, and continuous improvement is a part of everyone's mindset.</p>

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Change analysis and organisation	<p>There is limited or no data collection and analysis completed to understand, or impact assess change to enable strategic planning.</p> <p>No formalised processes or tools are in place.</p>	<p>Change analysis is completed on specific transformation projects.</p> <p>Impact assessments are completed to help define actions to enable the change and realise benefits, but this is ad hoc, and not co-ordinated corporately to inform wider management of projects and programmes.</p>	<p>Change analysis is a defined step as part of the council's process for managing change.</p> <p>Data is collected, and used to inform, understand and plan change across the council.</p> <p>There is recognition of trends and patterns in change impacts, and the council uses this insight to inform joined up communication strategies and learning development activity.</p>	<p>Change analysis is embedded in strategic planning, and decision-making processes.</p> <p>There is ongoing evaluation of change initiatives which leads to proactive adjustment to change strategies.</p>	<p>Level 4 has been met.</p> <p>In addition, advanced change analysis techniques and technology is used to predict the future impact of change enabling the council to seek opportunities to be innovative and proactive in planning transformation.</p>

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Change Strategy and Planning	<p>There is limited or no strategy for management of individual or cross council changes.</p> <p>Planning of activities is ad hoc, with projects and programmes having no formal processes or documentation on change management.</p>	<p>Basic processes and plans are in place for planning change on some individual transformation initiatives, with consideration for communication with and management of stakeholders across the council.</p>	<p>All transformation initiatives have change plans in place.</p> <p>Plans are aligned within an overall change strategy framework.</p> <p>There is a council wide, standard approach in place to managing change.</p> <p>Stakeholder analysis and management are part of the planning process, and communication on each change aligned to wider strategic outcomes.</p>	<p>Level 3 has been met.</p> <p>In addition, change strategies are linked to longer term council plan outcomes.</p> <p>Risks and mitigation strategies are in place to effectively manage change effectively across the organisation and there are robust communications strategies to support all stakeholders to understand their role in change and how it impacts them.</p>	<p>Level 4 has been met.</p> <p>In addition, the council embraces an agile approach to planning change, continuously improving processes, and taking a test and learn approach to change strategy development and implementation</p>

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Stakeholder management	<p>Limited or no stakeholder management is in place.</p> <p>Those impacted by, or required to deliver the transformation are involved reactively and ad hoc rather than in a systemised way.</p>	<p>Stakeholder management is in place, and considers who is impacted by, or needed to support the delivery of change.</p> <p>Stakeholder influence, needs and motivations may be assessed, and controls applied to manage stakeholder engagement.</p> <p>Wider stakeholder analysis outside of the service area is not routinely considered.</p> <p>Impacts are often dealt with reactively.</p>	<p>A council wide approach to stakeholder management is in place.</p> <p>Transformation initiatives are required to identify and understand stakeholder influence, needs and motivations.</p> <p>Stakeholder management plans are routinely used to support effective communication planning and proactive engagement.</p> <p>Stakeholder input, collaboration and feedback is sought throughout.</p>	<p>Level three has been met.</p> <p>In addition, multiple feedback and assurance mechanisms are in place to ensure stakeholder feedback is captured ongoing.</p> <p>Objective stakeholder views are visible throughout the governance framework.</p>	<p>Level 4 has been met.</p> <p>In addition, there is tailored and personalised approach to engagement in place that considers channel preference and messaging and is iterative to enable adaptation in real time based on key metrics.</p>

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Coaching	<p>There is a lack of awareness of coaching techniques, and how they contribute as a talent development tool.</p> <p>There may be pockets of coaching practice at a 121 level, based on individual knowledge/expertise.</p>	<p>The council recognises coaching as a formal practice to support talent development.</p> <p>Training on coaching is offered to line managers but not mandatory.</p> <p>Coaching is used in an ad hoc manner in transformation initiatives to support achievement of outcomes.</p>	<p>Coaching is integrated into performance management and learning and development through formal training for line managers.</p> <p>Project delivery teams and services embrace coaching practices, with guidelines and processes in place.</p>	<p>Level 3 has been met.</p> <p>In addition, coaching is engrained into organisation culture, with coaching evident at all levels of the organisation.</p> <p>Skilled coaches are available and support continuous improvement and feedback loops.</p>	<p>Level 4 has been met.</p> <p>In addition, coaching is recognised as a key component of leadership development and succession planning.</p> <p>Advanced coaching techniques are deployed for maximum impact.</p>

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Facilitation of engagement	<p>There are no systematic engagement mechanisms in place.</p> <p>Engagement is characterised as being ad hoc, reactive and can feel un-co-ordinated.</p>	<p>Individual services or projects may be facilitating engagement with stakeholders effectively, usually because of one or two effective individuals rather than standardised ways of working.</p> <p>Engagement is limited to point in time delivery and is not ongoing.</p>	<p>The council has an engagement approach in place that is adaptable for service and project needs.</p> <p>Clear expectations are set about engaging stakeholders and the best methods by which to do so are shared.</p> <p>There is an understanding of the need to gain service user input, but involvement is not always representative and may rely on static panels and 'go to' forums.</p>	<p>Level three has been met.</p> <p>In addition, the council can demonstrate effective and representative engagement in key changes to services.</p> <p>The engagement of service users forms part of the service design control framework.</p>	<p>Level four has been met.</p> <p>In addition, facilitation methods are used extensively to elicit near real time feedback on services to inform ongoing improvements.</p>



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Communication	There is limited communication in place for employees and stakeholders to understand the direction of travel and their expected role within it.	<p>Communication is enabled at a service level, with a clear link between council strategy and service delivery.</p> <p>Whole council communication is restricted to 'broadcasts' typically via online channels and may not be inclusive or effective.</p>	<p>Teams share information across departments and effective, co-ordinated communication is in place that sets out clear organisational vision and makes the 'golden thread' between projects and organisational outcomes clear.</p> <p>Council-wide mechanisms are in place and standardised, to enable effective two-way communication up and down the organisation, and offer multiple, structured, ways to engage.</p>	<p>Detailed strategic communications planning is in place to support transformation activity with a compelling narrative that reinforces the 'what' and the 'why,' linked back to the vision and strategy.</p> <p>Two-way mechanisms are in place to ensure continual feedback loops organisation wide, and feedback is valued by leadership.</p>	<p>Level 4 has been met.</p> <p>In addition, communication is continual, two-way, and optimised to fit the needs of each stakeholder group.</p>

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
Learning and Development	<p>There is a lack of formal process to understand capability requirements, and their corresponding knowledge, skills, and behaviours linked to workforce management and succession planning.</p> <p>Training is ad hoc, and not linked to organisational outcomes.</p>	<p>A learning and development offer for the council is in place.</p> <p>Statutory training requirements for local government are covered.</p> <p>Ad hoc learning needs are analysed but managed sporadically, with services commissioning training providers to support an immediate need.</p>	<p>Service and workforce planning inform the learning and development curriculum for the council.</p> <p>Individual development needs are supported, enabling professional development opportunities.</p> <p>There is a golden thread between organisational objectives and individual development.</p> <p>Centralised commissioning is in place for all learning needs.</p>	<p>Level three has been met.</p> <p>In addition, there is a Learning Strategy in place linked to the council plan, which ensures the right knowledge skills are in place to achieve organisational outcomes.</p> <p>There is a focus on leadership development, and succession planning as well as ongoing assessment of learning outcomes and impact.</p>	<p>Level four has been met.</p> <p>In addition, learning is embedded in organisational culture.</p> <p>There is a strong emphasis on knowledge sharing, and collaborative learning.</p> <p>Learning can also be completed in the flow of work using integrated technology and using modern learning tools.</p>

## **Maturity level definitions**

The following definitions define the general characteristics of councils at each stage of their transformation journey and should be read in combination with the specific characteristics of each capability.

**Level One:** Level one describes the typical capabilities and characteristics of councils who do not yet have whole organisation approaches to transformation in place. These councils are characterised by having lots of individual projects happening within services and with no joining up between them corporately.

Typically, success depends on the efforts of individuals rather than on processes and established ways of working. Coordination and communication are usually limited. Senior leaders may plan strategically but do not put the mechanisms in place to translate their vision into joined up action, often becoming disappointed or frustrated when initiatives fail.

**Level Two:** Councils with Level two transformation capabilities may have consistent practices in place within individual service areas or projects, or in pockets of the authority. This may include templates, standard processes, reporting and some repeatable ways of working.

Cross-functional teams, with representation outside of the service area, are often pulled together to drive project delivery, but these defined ways of working do not span the whole organisation.

Typically, at this stage there is some analysis and focus on strategic outcomes, and basic benefit capture and tracking (e.g. identifying and tracking savings). Usually there are a small number of defined roles in place including Project Management capacity.

Level two organisations are beginning their transformation journey.

**Level Three:** At Level Three, councils have integrated transformation capabilities and are applying standard ways of working across the whole organisation, incorporating continuous learning and best practice.

Changes are managed effectively against an integrated governance structure that spans people, process, technology and financial. Teams share information across departments and effective, co-ordinated communication is in place that sets out clear organisational vision and makes the 'golden thread' between projects and organisational outcomes clear.

Roles and responsibilities are clear, enabling employees to understand their role in transformation and to be empowered to take decisions within their remit. Staff engagement is regular and enables two-way communication and problem solving. Change resistance is managed and Senior Leaders understand, and invest appropriately in, all the levers needed to deliver effective transformation.

Level three councils understand what good looks like and are developing their capacity and capability to support transformational change.

**Level Four:** Councils who reach Level 4 are strategic in their approach to transformation.

This means that they go beyond aligning ways of working and linking activity back to the Golden Thread, implementing and embedding consistent, predictable, best practice ways of working that support transformational outcomes.

Accurate, real time or near real time data analysis is consistently used to enable actionable insights that drive decision-making and track progress. Metrics are used to understand what is working, and what is not, enabling changes to be made where needed.

The organisation has confidence in its decision making and is mature enough to stop activity where value has diminished. Change resistance in Level 4 organisations is minimised and there is a more consistent culture across service areas due to effective communication and leadership.

**Level Five:** Level Five represents a best practice organisation that is fully optimised and self-optimising.

It is rare for councils to reach a fully optimised transformational capability and those that do set the benchmark for the sector.

A fully optimised transformation capability is evident in optimised processes, maximum productivity and efficiency, evidence of significantly positive impact on outcomes and the use of capacity created to drive innovation.