LEADERSHIP DEVELOPMENT

Executive summary

1. This paper asks Leadership Group to finalise arrangements for two practical outputs of its recent consideration of leadership in the Parliament and provides an opportunity for LG to discuss next steps following the end of its formal leadership development programme.

Issues and Options

Practical Issues

2. As discussed at the leadership workshop on 23 March, LG members have been invited to join the Grade 6 workshop on 20 April to build on the conversations undertaken at the earlier joint session. The suggestion is that 4 or 5 LG colleagues attend to continue the discussions on corporate and individual leadership and **LG is asked to agree who should attend on its behalf**.

3. LG also agree to consider further a proposal that LG members should meet regularly with a small group of non-LG colleagues to discuss leadership issues, bring Grade 6 colleagues in particular more into corporate decision-making processes and strengthen connections with the rest of the organisation. In order to finalise arrangements, **LG is asked to consider:**
   - Participants: Should all LG members be involved? Should the non-LG contingent comprise Grade 6s only or include Grade 5s;
   - Regularity: How often should meetings take place?; and
   - Information: What should LG aim to do with the outputs of discussions?

4. Once LG has agreed its approach, allocations will be made and LG members will be asked to begin identifying dates for meetings.

Discussion – ongoing development

5. Beyond these two immediate practical outputs, there are a number of questions that LG could reasonably discuss in order to build and maintain momentum in relation to its own collective and individual leadership development. The following are based on feedback from the workshop breakout sessions and include:

Leadership Group

- What does LG need to do to keep momentum going on its leadership development? How are we finding the space to embed our learning?
- Better connections with the rest of the organisation: does the above suggestion for regular meetings with small groups provide enough by way of avenues for conversations with LG?
• Is there sufficient LG recognition that others in the organisation have a valuable contribution to make? Could LG be clearer on the priorities and then find the time to involve others in filling out the detail and communicating this to the rest of the organisation?

Grade 6s

• Should G6s have a greater corporate role? If so, how could this be rebalanced with existing pressures?
• Where is the G6 responsibility for creating and maintaining lines of communication with LG? And how should G6s take responsibility for managing communications downwards as well as upwards?
• How can LG legitimise reflective thinking for G6 colleagues? Does everyone accept the importance of such practice? Are performance conversations with G6s operating as they should and is this the place for supporting reflection and meaningful feedback?
• Are there good enough connections at G6? What can be done to improve those connections?

Resource Implications

6. Developing the conversations already begun will require a time commitments from those currently involved. Roll out of the leadership development programme to the remainder of the Parliament’s Grade 6 cohort and beyond will require financial commitment. Costs will depend on the scope of any further provision and would be sourced either from the corporate training budget or from contingency.

Dependencies

7. Further development of the Parliament’s leadership capability depends principally on individual members of LG taking responsibility for (a) collective leadership at a corporate level and (b) developing leadership in their areas. Many of the issues set out above require investment in time from LG colleagues and support for others to prioritise consideration of leadership issues and to input into decisions.

Governance issues

8. Leadership Group is the source of strategic leadership in the organisation and has ultimate responsible for setting the direction and delivering change in this area.

Publication Scheme

9. This paper can be published.
Communications

10. Leadership Group will be asked to consider a leadership statement as part of the revised Staff Handbook which will be discussed at this meeting. The statement has been drafted in conjunction with the Parliament's Internal Communications Manager.

Next steps

11. As stated, some LG colleagues will discuss leadership issues with the Grade 6 cohort on 20 April. These discussions should identify areas for further development which will be communicated back to LG as a whole.

12. Depending on the approach agreed by LG, meetings between LG members and colleagues across the Parliament will be arranged to begin in early course.

Decision

13. LG is asked to:
   • Agree arrangements for the joint session with Grade 6 colleagues on 20 April (para 2);
   • Agree to set up regular meetings with non-LG colleagues (para 3); and
   • Discuss the issues raised in this paper and agree on action to continue to build leadership capability in the organisation (para 5).

David McGill
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