UPDATE ON ORGANISATIONAL CULTURE AND MEMBERS’ NEEDS

Executive summary

1. This paper:

• provides SLT with an agreed update from the Leadership Group meeting of 3 November;
• proposes a revised culture statement, retitled as an “SLT Statement of Intent”, for SLT’s consideration; and
• sets out proposed next steps for this workstream of the Members’ Needs Programme.

Issues and Options

Revised Statement of Intent

2. The minutes of the Leadership Group meeting of 3 November record:

“The Leadership Group noted the draft statement of desired organisational culture, which was intended to sit alongside the existing statement of values within the Strategic Plan. There was a concern that a lengthy definition of the organisation’s culture, as well as having a set of agreed values and competencies, might cause confusion. It was proposed instead that the culture should be captured in one concise sentence which should be easy to remember, meaningful, and should answer the question, ‘Why do I come to work?’”

3. We have given further consideration to the statement in the light of this feedback and propose that the text below should be included as a statement of intent in the 2010-11 Strategic Plan revision, sitting underneath the set of organisational values to which it refers.

SLT Statement of Intent

The staff of the SPS will: demonstrate and promote the Parliament’s values; understand the multiple roles and needs of its Members and their staff; and fully appreciate its role in Scottish society.

4. The explicit reference to SLT in the heading is important in our view. As discussed at the Leadership Group meeting, this piece of work exemplifies the relationships between the management groups following the CCP structural changes. While we have engaged OMG at an early stage and revised the approach based on their input, ultimately it is for SLT to set the benchmark for the organisation and for OMG to ensure that it is met. The proposed next steps below are designed to reflect this dynamic while maintaining a measured and consultative approach.
5. We would welcome SLT’s comments on, and endorsement of, the draft statement, in the context of the proposed next steps.

**Resource Implications**

6. At this stage, the only direct resource implications to this work are around senior management and SDO time. Depending on the approaches proposed by individual Group Heads, there may be resource implications in the medium to long term to ensure that any necessary cultural changes are delivered locally. These will be for Group Heads to factor into their own resource planning.

**Dependencies**

7. As noted at the Leadership Group, this work brings together a number of strands from the Members’ Needs and Corporate Change Programmes. I will continue to manage these dependencies as SRO to both programmes, keeping SLT, OMG and the wider staff group appropriately updated. When communicating with staff, it will be important to set out clearly how these programmes of work will complement one another to deliver the desired cultural state. As previously agreed, SLT as a group, and the Chief Executive in particular, will have essential roles to play in getting this message across.

**Governance issues**

8. The relevance of this work to strategic and operational planning is self-evident. We will shortly be considering the associated risks in more detail, with particular regard to change management.

9. We will undertake an Equalities Impact Assessment (EQIA) for this work before making formal contact with OMG. Group Heads will be asked to carry out EQIAs when completing their action plans.

**Publication Scheme**

10. This paper can be published.

**Next steps**

11. The proposed next steps to March 2010 are set out in the table on the next page. A more detailed plan will be developed as Group Heads work up their local action plans.

12. As noted above, it is for SLT to define the required work and for OMG to enact it operationally. But for a piece of work as complex, wide-ranging and organisationally significant as this, it is essential to have a shared position and understanding between the two groups before starting work in earnest, if the potential benefits are to be fully realised. Indeed, as noted at
the Leadership Group meeting, approaching such work in an uncoordinated fashion might not merely be wasteful but actively counter-productive. The steps proposed in the table have been designed with this in mind. They are intended to produce a staged, measured approach that fully reflects the above points.

13. SDO will be available at every stage of the process to offer direct support and advice to Group Heads as required.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>7 December 2009</td>
<td>Verbal update to OMG from today’s SLT discussions</td>
</tr>
<tr>
<td>End December 2009</td>
<td>Agreed SLT Statement of Intent issued to Group Heads, along with formal request to carry out assessment of their own groups against the statement</td>
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<tr>
<td>End January 2010</td>
<td>Each Group Head provides a paper to SDO setting out the methodology for carrying out the assessment</td>
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<tr>
<td>End March 2010</td>
<td>Group Heads provide SDO with their assessments and action plans, and ensure that these are reflected in their operational plans</td>
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<tr>
<td>End March 2010</td>
<td>2010-11 Strategic Plan revision agreed and published, incorporating SLT Statement of Intent and explanatory text on delivering the desired state</td>
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14. We anticipate that the Group action plans will differ significantly in scope, approach and timescales. This is entirely appropriate, and in line with the different functions, priorities and perhaps cultures of the various Groups. We do not therefore propose to set an overall deadline at this stage for the completion of the work; it is for Group Heads to determine what action is required for their own areas, and this may involve a combination of short, medium and long term actions. Group Heads will, however, be expected to keep their SLT colleagues fully appraised of progress through the management line.

15. Group Heads will also be encouraged to feed back to SLT on any actions they consider necessary at a strategic level to support the delivery of the work.

16. Lastly, it is vital to make clear that this work is not intended to promote uniformity across the SPS; it is about promoting unity of purpose.

**Decision**

17. SLT is invited to comment on, and ultimately agree, the Statement of Intent and proposed approach for the workstream.

*Ian Leitch*, SRO to the Members’ Needs Programme  
*Tom Wheeler*, SDO  
December 2009