CHANGING TO DELIVER

What is Changing to Deliver?

Changing to Deliver is the Scottish Executive's distinctive approach to improving our performance.   Since last summer, a large amount of evidence has been gathered about the Executive's performance - from staff, Ministers and stakeholders.   While this evidence proved that the Executive has many strengths, it also showed that there is scope to move from being a good organisation to an excellent one.   Some pockets of excellence exist, but this needs to apply more consistently across the organisation. The consultations also showed that:
- Ministers want to work more effectively with us;
- Stakeholders also want to work more effectively with us;
- Staff are looking for clearer leadership from the top of the organisation;
- Staff think that there is considerable scope for improvement in the way HR and Finance support their work.

What kind of organisation do we want to be?

To deliver our Aim and Vision, and to respond positively to the feedback received in the evidence gathering phase of the programme, the Scottish Executive needs to be an organisation whose behaviour and style is characterised by:
- **a "can do / on time" attitude** – open to ideas, looking for opportunities, seeking progress not delay;
- **dedication to performance and delivery** – in which people cut through problems with a sense of urgency to achieve outcomes;
- **customer focus** – so that the needs of those we serve inside as well as outside the Executive, not our own needs, are paramount;
- **professionalism** – in which skills, qualifications, experience and commitment are sought and valued and effectively deployed to deliver business objectives;
- **team-playing** – not just in our own units and Departments but in the corporate interest, helping others to achieve their objectives as well as achieving our own, with everyone making a contribution, creating a culture of shared endeavour with delivery partners;
- **innovation and creativity** – striving for new and better ways of doing things, respecting what has gone before but not being constrained by it;
- **agility** – being able to mobilise resources inside and if necessary outside the Executive to get the job done;
- **accountable** – taking responsibility for our actions and being open to scrutiny;
- **diverse** – reflecting in our workforce the population we serve and respecting different points of view;
- **continuously improving** – always seeking to raise standards and striving for best value.

What changes can be expected?

Changing to Deliver is a two year programme of activity designed to help the Scottish Executive move from a good organisation to one that is truly excellent – a top-class

public service organisation which is known for the characteristics listed above. To do this, we need to focus on three key themes:

- Getting our culture and behaviour right;
- Engaging with stakeholders and designing services and policies around customer needs;
- Getting our internal processes and structures right, including in the key areas of finance and HR.

How will the HR strategy contribute to Changing to Deliver?

The HR strategy is crucial to the success of Changing to Deliver. It is clear that many of the aims of the programme are inextricably linked with people management issues.

Achieving sustainable organisational change - becoming an organisation with the characteristics described above - obviously requires a highly skilled, motivated people. The Executive recognises this fact. The aspiration of staff to do the best possible job, to adopt the new approaches and behaviours, to build on capability, and to continue to demonstrate commitment to our business goals, will move the Scottish Executive form the good organisation it is now to the excellent one we have within our grasp.

Additionally, the ability to respond to feedback from Ministers and delivery partners by improving relationships necessitates skilled employees who are supported by the organisation in the way they interact with stakeholders.

Indeed, the strategy details plans for improvements to several internal HR processes, so that the HR function can act as a key organisational enabler by providing a framework for colleagues. That said, the HR strategy is very clearly about what the organisation can achieve with everyone investing their energies in making the strategy a success. This, then, includes not just HR professionals, but also managers across the organisation. Only with this shared responsibility will we achieve excellence.

What other developments will occur in the next few months?

To improve our performance across these three themes, we are putting in place a programme of activity to achieve change across the organisation. In the next few months, a number of things will be happening:

- Management Group changing its way of working, engaging more closely and responsively with staff, stakeholders and Ministers
- The launch of a HR strategy to support and drive change across the organisation;
- The introduction of a new internal vacancy scheme which takes account of individual and organisational needs and which enhances organisational stability;
- A reduction in the number of central 'trawls' for information from departments;
- The development of new arrangements for Ministers and Private Offices to work effectively with Departments;
- Work to embed a customer-focused approach to policy-making;
- The adoption of a set of core management information for senior managers;
- The development of a new learning strategy to support Changing to Deliver.

There are initial examples of the sort of things that will enable us all to do our work better and with more satisfaction. This change will be supported and reinforced by action within each Department. It is for Departments, divisions, branches and individuals to think about how we can achieve excellence, and action will need to happen on the basis of local circumstances, priorities, strengths and weaknesses.

The Council of Scottish Executive Unions has been kept in touch with progress on Changing to Deliver throughout the process, and this constructive relationship will continue.