



Unwritten Ground Rules Update Report

Report to: Board

Date: 30 March 2017

Report by: Charlene Guild, Organisational Development Lead (Involvement and Culture)

Report No: B-06-2017

Agenda Item: 17

PURPOSE OF REPORT

To update the Board on the Care Inspectorate's cultural change programme around Unwritten Ground Rules (UGRs), ahead of a presentation to the Board.

RECOMMENDATIONS

That the Board:

1. Notes the most recent stock take of the UGR exercise.

Version Control and Consultation Recording Form

| Version | Consultation | Manager | Brief Description of Changes | Date |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------|---------------------------------------------------------------------------------------------|----------------------------------------|
| 1.0 | Senior Management | ET | | 15/3/17 |
| | Legal Services | | | |
| | Corporate and Customer Services Directorate | | | |
| | Committee Consultation (where appropriate) | | | |
| | Partnership Forum Consultation (where appropriate) | | | |
| Equality Impact Assessment | | | | |
| Confirm that Involvement and Equalities Team have been informed | | | YES <input type="checkbox"/> | NO <input checked="" type="checkbox"/> |
| EIA Carried Out | | | YES <input type="checkbox"/> | NO <input checked="" type="checkbox"/> |
| If yes, please attach the accompanying EIA and briefly outline the equality and diversity implications of this policy. | | | | |
| If no, you are confirming that this report has been classified as an operational report and not a new policy or change to an existing policy (guidance, practice or procedure) | | | Name: Charlene Guild Position: Organisational Development Lead (Involvement and Culture) | |
| Authorised by Director | Name: Rami Okasha | | Date: 14/03/17 | |

1.0 BACKGROUND

The Care Inspectorate's Transformation Plan outlines how the organisation will develop a "people first" culture, which includes investing in significant work on Unwritten Ground Rules (UGRs) and challenging the way in which things are traditionally done.

UGRs are an organisational development tool which seek to identify and change people's perceptions of "this is the way we do things around here". They can be positive or negative, or even neutral, and they drive people's behaviour. In teams, there will inevitably be a mix of positive and negative UGRs. Very rarely, however, are they talked about openly.

UGRs are created in a number of different ways:

- People watch what gets noticed
- People watch what doesn't get noticed
- People watch for any differences in terms of what people say and what they do

In the workplace, the influence that UGRs have on individuals and teams is related to the amount of time that people spend with each other and the extent of the connection with colleagues. The closeness of the connection can influence the sharing of opinions and views in a negative or positive way. The Care Inspectorate has used UGRs to help analyse and change organisational culture and behaviours.

2.0 CULTURAL CHANGE STOCKTAKE

Raising awareness and promoting discussion on UGRs has been co-ordinated in a number of ways including information on the staff intranet, promotional posters and events such as Board Development Events, Partnership Forum and individual team UGR sessions.

In October 2015, 215 staff took part in the Unwritten Ground Rule stock take by completing an online survey and in January 2017 a further stock take was undertaken to find out what changes staff had experienced over the previous 15 months. This anonymised stocktake is part of a wider assessment to help identify how staff perceive things as having a positive, negative or no impact on the workplace culture of the organisation. The survey statements were based on the top five key cultural attributes, namely:

- Respect
- Honesty
- People are valued

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- Teamwork within and across departments
- Work/Life Balance

Overall, a positive result was recorded in the Care Inspectorate's changing culture. The stocktake showed significant improvement across all indicators. In 9 of the 10 indicators, the number of positive responses increased between 2015 and 2017, on average by 8%. The number of negative responses declined by an even greater degree, by 9.5% on average. The shift from negative to positive indicators was particularly marked in relation to work-life balance, offering alternative points of view about possible courses of action, responding to mistakes, and the way people feel they are treated.

Work continues into 2017/18 with the transformation plan to build on these positive changes. The results of the stocktake will inform further cultural change team sessions using the key cultural attributes. During May and June, a coaching conversations programme will be rolled out for managers to help support the changes sought as a result of the UGR programme.

3.0 RESOURCE IMPLICATIONS

There are no additional resource implications arising from this report.

4.0 BENEFITS FOR PEOPLE WHO USE SERVICES AND THEIR CARERS

As an organisation responsible for providing assurance about the quality of care, the Care Inspectorate's success is dependent on that of its workforce. The cultural change programme around UGRs will help to build the organisation as a sustainable, credible and dynamic scrutiny and improvement body for the future, giving assurance to people who use care services and their carers.

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