



The Scottish Parliament  
Pàrlamaid na h-Alba

## **Minute of the Leadership Group (LG) meeting held on Monday 31 October 2022 at 9.30am**

### **Present:**

- David McGill (chair)
- Michelle Hegarty
- Alan Balharrie
- Susan Duffy
- Lorna Foreman
- Sara Glass
- Lynsey Hamill
- Judith Morrison
- Callum Thomson
- Tracey White

### **In attendance:**

- Willie Heigh, Erin Borthwick, Vicky McSherry (item 6)
- Neil Mackie, Rachel Fishlock (item 7)
- Jim Johnston, Gillian Turner, Claudia Bennet, Mhairi Gavin, Nicola Hudson, Kirsty Lauder, Iain McIver, Sarah McKay, Marian Richardson (item 8)
- Emma MacDonald (item 10)
- Huw Williams
- Monika Okrojek
- Judith Proudfoot, secretary

### **Item 1: Previous minutes**

1. LG agreed the minute of the meeting held on 3 October 2022.

### **Item 2: Matters arising**

2. There were no matters arising.

### **Item 3: Feedback from SPCB**

3. LG members provided feedback on items discussed at the SPCB meeting held on 27 October including: the Chief Executive's monthly report; events & exhibitions; security arrangements at local offices; reimbursement of Members' expenses; workloads on non-Government Bills; and the award of a contract for a crèche service at Holyrood.

### **Item 4: Intelligence sharing – risks**

4. Group Heads (GHds) provided updates on progress against key risks identified and discussed at the previous meeting.
5. In relation to potential industrial action, Group Heads (GHds) were asked to review and update their office business continuity plans and mitigations in the event of strike action. LG also agreed to keep the topic on the agenda for the regular GHd meetings and to have a wider strategic discussion on industrial relations at a future LG meeting.  
**Action: GHds, Lorna**
6. Procurement staff were in the process of compiling a questionnaire on risk management arrangements to issue to critical suppliers to the Parliament. LG agreed that Procurement would check the list of suppliers with the Resilience Team to ensure the right ones were being approached.

## **Item 5: LG and SPCB forward look – LG (2022) Paper 52 and LG (2022) Paper 53**

7. LG noted the current forward plans for SPCB and LG meetings.

## **Item 6: Quarter 2 reports**

### **Finance report – LG (2022) Paper 54**

8. The Q2 report continued to show an above target underspend against year-to-date budget. GHds were reminded of the need for realistic assessments of expenditure likely to be achieved in the year and to communicate with finance office colleagues. The spring budget revision was due to be discussed at the Strategic Resources Board meeting later in the week.

### **Performance report – LG (2022) Paper 55**

9. GHds were asked to feedback any comments on the report directly to Willie Heigh by the end of the week. GHds were also asked to touch base with their office heads to check on progress with arranging feedback interviews with MSPs.  
**Action: GHds**
10. Under New Ways of Working, LG agreed that all team working agreements would be signed-off by the end of December. Lorna agreed to circulate a template. Lorna also confirmed that her Team was pulling together a schedule of change plan activities and related comms that would be provided to LG.  
**Action: GHds, Lorna**
11. Consideration was being given to the timing of issuing a survey to all staff seeking feedback on NWoW.  
**Action: Michelle**
12. LG agreed to review the ‘democracy’ pillar of the Strategic Plan as part of a discussion of scrutiny at the next LG meeting.  
**Action: Callum**

13. LG noted that meeting electricity savings targets was challenging and that significant behavioural changes would be required. A further discussion was scheduled for early in the new year.

**Action: Lynsey**

## **Workforce report – LG (2022) Paper 56**

14. LG noted that this was the last quarterly report that would include covid special leave as a separate category; sickness due to covid would continue to be reported. LG also noted that turnover was currently tracking slightly above target levels and this would be monitored by the People & Culture team.

15. David noted his appreciation for everyone's efforts in bringing annual and flexi balances back to within the standard allowances for carry over.

## **Item 7: Leadership Team development – LG (2022) Paper 57**

16. LG discussed the proposed 'Purpose' and 'Vision' statements as a starting point for a wider development programme aimed at moving from a leadership group (LG) to a leadership team (LT). An updated version incorporating comments would be circulated for sign-off before January.

**Action: David**

## **Item 8: Constitutional issues**

17. LG received a high level update from colleagues leading on the following current and significant constitutional issues:

- Impact of the post EU constitutional landscape on the Parliament's scrutiny role;
- Forecasted impact of the UK Retained EU law Bill; and
- Supreme Court hearing regarding the Independence Referendum

18. LG then discussed the potential risks presented by these issues.

**[lunch]**

## **Item 9: Operational excellence**

19. This is one of the 4 four strategic change objectives for Session 6. LG confirmed its commitment to the principles and direction of the objective.

20. The majority of additional posts identified in the Staff and Resources Review were now in place. Other commitments made included upskilling; process improvements; and service improvements. GHds agreed to participate in workshops to create measureable actions to track progress and benefits against these commitments.

21. LG would review the session 6 strategy and the Delivery plan to ensure it still reflected priorities and that activity would deliver the agreed outcomes, at a future meeting.

## **Item 10: Session 6 Digital Strategy**

22. LG discussed an initial draft of the Strategy and confirmed that ownership of the Strategy sat with the Leadership Group. Some initial suggestions were made including the need for the CIO to provide clarification of governance and prioritisation arrangements. LG agreed it would also be helpful to have a discussion about governance more generally. LG was interested in where digital could support transformation in the organisation. Alan agreed to reflect on the feedback and to meet GHds on a 1-to-1 basis to discuss other comments on the draft. A further iteration would be brought back to the meeting in December. Alan would also provide a routemap for BIT activities and investment projects aligned to strategic delivery to the end of Session 6 by the end of March.

**Action: Alan**

23. LG agreed that it would have a discussion at a future meeting looking at where digital delivery could change the organisation by 2030.

### **Date of next meeting**

24. The next meeting was scheduled for Monday 28 November 2022.

**LG secretariat**  
November 2022