



The Scottish Parliament
Pàrlamaid na h-Alba

Minute of the Leadership Team (LT) meeting held on Monday 6 March 2023 at 09.30am

Present:

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

In attendance:

- Mark Brough (items 1-5)
- Neil Mackie, Rachel Fishlock (items 7-9)
- Jo Tod (item 8)
- Vicky McSherry, Phillipa Booth (item 9)
- Huw Williams
- Judith Proudfoot, secretary

Item 1: Previous minutes

1. Subject to a minor change, LT agreed the minute of the meeting held on 6 February 2023.

Item 2: Matters arising

2. LT (2023) Paper 5 - Period 10 Finance Report was circulated since the previous meeting for noting by correspondence.

Item 3: Intelligence sharing

REUL update

3. LT noted a brief update on the UK Retained EU Law Bill.

Disruptions in the Chamber

4. LT noted that discussions were taking place around the number of interruptions to business in the Chamber over recent months and how they could be managed. The Scottish Parliamentary Corporate Body (SPCB) was also due to discuss the matter.

Industrial action

5. LT discussed the industrial action due to take place on Wednesday 15 March and the impact on parliamentary business and management of the building. Arrangements would be similar to the previous strike in February, with the building being closed to tours and events for members of the public. However, it was hoped that limited access for committee witnesses and those with booked tickets for committees and Chamber business would be accommodated. Staff would again be asked to work from home if practicable to reduce the number of people on site.

SNP leadership

6. LT noted the likely timing of required activities during the week following announcement of the new SNP leader.

Item 4: SPCB meeting feedback

7. David provided feedback on items discussed at the previous SPCB meeting held on 23 February. Matters discussed included: the Chief Executive's Report; disability provision under the Members' Expenses Scheme; Scottish Information Commissioner recruitment terms and conditions; and the major events and exhibitions programme for 2023-24. The SPCB also had initial discussions on an electoral reform consultation issued by the Scottish Government and the impact of late sittings of Parliament.

Item 5: LT and SPCB forward look

8. LT discussed and noted the current forward plans for SPCB and LT meetings.

Item 6: Investment governance – LT (2023) Paper 6

9. Michelle presented an overview of the revised approach to investment decision-making that aimed to clarify and strengthen the approach consistent with expectations for public sector financing. The refresh had been prompted by a range of drivers including: the desire to ensure the Strategic Resources Board (SRB) remained focussed on strategic investment; that decisions were being taken at the right level and with clear levels of delegation and accountability; and the enhanced scrutiny of

investment decision-taking, including by the SPCB and the Finance and Public Administration Committee.

10. A revised remit for the SRB was provided. LT discussed its role in relation to that remit, noting that quality collaborative discussions across offices provided the basis for early assumption discussions by LT, enabling it to make decisions and provide advice on investment decision-making. LT provided the strategic priorities that the SRB would work within.
11. LT also discussed where responsibility sat in relation to staff determinations and when 'Request to Fill' forms (RTF) were required to be completed for consideration by the SRB. LT noted that the RTF process was being reviewed by People & Culture colleagues and a discussion on this would be coming back to LT.
Action: Lorna, Sara
12. Project assurance was highlighted as a key skill in supporting the successful implementation of investment decision-making and LT noted that training had been developed for delivery this month to support capability across the organisation.

Item 7: Leadership Team development

13. LT reviewed progress on its Development Plan. Activities not already started were discussed and David agreed to consider with Michelle the links between items and how they might be progressed.
Action: David, Michelle
14. LT agreed to pursue training with an external provider on adaptive leadership and People & Culture were asked to work up a proposal for discussion at the next meeting.
Action: Neil, Rachel

Item 8: Performance management update

15. LT noted progress on implementation of the new performance management arrangements. Take up of training had been good and feedback from both attendees and the training provider had been positive.
16. The system had been populated centrally with the organisation's strategic objectives. Michelle agreed to provide the Group and Office Head objectives for her area once agreed so that these could also be uploaded.
Action: Michelle
17. LT recorded its thanks to Jo and the Team for all their efforts in moving this project forward.

Item 9: Workforce planning

18. LT members had been provided with the 2021-22 Diversity Monitoring and Pay Gaps Report and the 2022 Workforce Annual Report ahead of the meeting. People & Culture colleagues had also had discussions with individual LT members to discuss the data for their business areas.
19. The aim of this discussion was to identify priority workforce targets that would then be pulled together into a workforce action plan for the Parliamentary Service. A number of areas were discussed including ethnicity and gender pay gaps; an aging workforce; and disability representation. It was acknowledged that an investment in resources - time and money - would have to be prioritised to look at areas such as: recruiting for potential rather than experience; internal development; grade and roles structures; establishing cross-organisation career pathways; and succession planning. Behavioural and system changes would be necessary.
20. People & Culture would produce a draft plan based on the outputs from this meeting for discussion by LT. It was agreed that, having identified this as a priority area, it would need to be added to the Strategic Plan and Delivery Plan in due course.
21. Group Heads (GHds) were asked to remind their staff, who hadn't already done so, to complete the Diversity and Inclusion survey. Information from that would help inform the workforce planning work.

Action: Neil

Action: GHds

AOB

New Ways of Working

22. GHds were asked to ensure that all their Team Agreements were in place by the end of March 2023.

Action: GHds

Date of next meeting

23. The next meeting was scheduled for Monday 24 April 2023.

LT secretariat
March 2023