



The Scottish Parliament
Pàrlamaid na h-Alba

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

Present:

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

Apologies:

- Michelle Hegarty
- Alan Balharrie

In attendance:

- Alan Durward, John Paterson, Willie Heigh, Erin Borthwick, Emma MacDonald, Rachel Fishlock, Angie Dickson (item 6)
- Tommy Lynch (item 7)
- Willie Heigh, Erin Borthwick, Vicky McSherry, Helen Nicolson (item 8)
- Huw Williams
- Erin Aitken
- Judith Proudfoot, secretary

David opened the meeting by acknowledging that the Team was going through an unsettling period and thanked individuals for continuing to undertake their roles in a professional manner.

Item 1: Previous minutes

1. LT agreed the minute of the previous meeting held on Monday 2 October 2023.

Item 2: Matters arising

2. Since the previous meeting, the period 5 Finance Report had been circulated for noting by correspondence.

Item 3: Information sharing

3. LT discussed and noted updates on activities including:
 - Recent staff event: LT had been delighted to note the number of staff who had attended the event in person and also those who had attended online. Initial feedback had been very positive, both in respect of the chamber session with David and Michelle, and the team stalls in the Garden Lobby which were described as innovative and energetic.
 - Creche service: Facilities Management staff were due to meet with the Care Inspectorate to discuss options for providing an improved level of creche service at Holyrood. External options also continued to be explored.
 - Members' accommodation: options had been provided for moves within the Members' block. Discussions were ongoing.
 - Power disruption: LT was pleased to note that the back-up generator had activated during a recent power outage resulting in no disruption to business.
 - Security: a demonstration outside the Parliament building was being promoted on social media.

Item 4: SPCB meeting feedback

4. LT noted feedback from colleagues on issues discussed by the SPCB at its meeting on 26 October.

Item 5: SPCB and LT forward looks

5. LT noted the items currently planned for future LT and SPCB meetings.

Item 6: New ways of working (NWoW): Programme

Closure Report – Paper 25

6. The New Ways of Working Programme (NWoW) originated following the COVID pandemic in 2020. It brought together four workstreams - People, Place, Technology and Hybrid Parliamentary Business - reflecting changes to how people wished to work going forward. The programme was delivered via four distinct phases with the final phase taking NWoW into business as usual. The Programme Team presented an overview of the methodology behind the Programme and a summary of the benefits achieved.

7. Offices had settled into ways of working designed to meet the needs of staff, offices and the delivery of services, achieved through the involvement of individuals in the establishment of Team Plans. Feedback suggested that people welcomed having a set agreement in place that set out times for people coming into the office as well as providing the flexibility for working from home. LT registered its particular thanks to the Facility Management teams for their work on creating the new 'Hub' space and delivering creative solutions for individual work spaces.
8. LT noted that the organisation had evolved in its approach to the working environment and agreed that the process had been managed well. This was reflected in feedback received through the recent Staff Survey. Success had not been just about new technologies but about staff endeavour and buy-in to the change. Further changes were likely and ongoing support would be provided to the workforce.
9. LT recorded its thanks to the Programme Team, noting the Closure Report and agreeing that NWoW now move into business as usual.

Item 7: Risk and Compliance – Paper 26

10. LT discussed the paper that set out a revised risk management system and included a first iteration of the Principal Risk Register. Subject to further discussion on ownership and description of constitutional/business risk, LT was content with the proposals as set out in the paper and noted that these would be presented to the Advisory Audit Board in January.
11. LT also noted the direction of travel on compliance obligations reporting.
12. LT discussed a Severe Weather Policy and agreed a default position in the event of a Red weather warning affecting those that work at Holyrood. It was noted however that this would require buy-in from both the SPCB and Parliamentary Bureau.

Item 8: Quarter 2 reports

Performance report – Paper 27

13. LT members were thanked for their timely submissions to the Report which had enabled the Team to undertake a more in-depth analysis. For the second quarter in a row, service KPIs were all green while strategic change objectives remained either amber or red. This was reported as mainly due to timescale slippage or resource prioritisations. LT would continue to monitor in case this became a trend. TLT requested that teams be reminded to keep colleagues up to date with changes to work plans so that they in turn could plan around re-prioritisation of resources.

Workforce report – Paper 28

14. LT discussed the report under the key headings of: attendance; absence; headcount/turnover; and recruitment. There was some concern that absence due to

mental health were up on the previous quarter. It was acknowledged that this may be, at least in part, as a result of people becoming more comfortable talking about mental health issues. LT also discussed whether there could be a correlation to the level of change some offices were going through. LT agreed that People & Culture would monitor and undertake further analysis.

Action: Vicky McSherry

15. In relation to recruitment, LT noted the work People & Culture were undertaking to review guidance on the web and to seek feedback from people who may have started an application but not completed it. LT welcomed the positive feedback about the benefits of recruitment events.

Finance report – Paper 29

16. LT noted the report.

Item 9: 2024-25 Budget

17. The purpose of the presentation was to share information and provide an overview of the draft budget covering Scottish Parliamentary Service costs. This covered the staffing baseline, staff costs, running costs, property costs and projects.

18. LT discussed aspects of the budget and how it had been determined. The SPCB was due to consider the indexation options for both 2024/25 and 25/26 at its next meeting. A formal paper with the finalised budget bid was scheduled to be taken to the SPCB meeting on 7 December for final sign-off ahead of submission to the Finance and Public Administration Committee.

Date of next meeting

19. The next meeting was scheduled for Monday 4 December 2023.

LT secretariat
November 2023