LEADERSHIP GROUP

MINUTES OF MEETING HELD ON MONDAY 19 NOVEMBER 2012, 10:00AM, Q1.04

**Present:**
- Paul Grice (Chair)
- Alan Balharrie
- Colin Chisholm
- Derek Croll
- Jerry Headley
- Michelle Hegarty
- Ken Hughes
- David McGill
- Bill Thomson
- Lynda Towers

**In Attendance:**
- Jane McEwan (item 3)
- Billy McLaren (items 6 & 7)
- Judith Proudfoot (items 5 & 7)
- Mary Riddell (items 5-9)
- Catriona McCallum (items 5-9)
- Andy Munro (items 7 & 8)
- Sally Coyne (items 10-11)
- Gwynneth Cowley (items 10-11)
- David Fairhurst (item 10)
- Lorna Foreman (item 11)
- Chris March (item 11)
- Callum Thomson (items 11 & 12)
- Lisa Miller (item 12)
- Claire Turnbull (item 13)
- Lesley Buchanan
- Alli Williams
- Mary Ann Masson (Secretary)

1. Apologies were received from Susan Duffy.

**Item 1: Minutes of LG Meeting: 29 October 2012**

2. The minutes of the meeting were approved.

**Item 2: Matters Arising**

*Leadership Feedback Exercise*

3. There were some outstanding reports to be completed for the leadership feedback exercise. LG members agreed to access their log in screens to view the names of those who had not yet responded to and to remind those staff to complete their reports by close of business on Monday 19 November 2012.

**Action:** Leadership Group
4. Chris March, Learning and Leadership Development Manager, had requested that two LG members check the G6/5 feedback questions. Volunteers were asked to contact Chris directly.

5. Groups Heads agreed to speak with their G6/5 staff who would be involved in the exercise to make them aware of it. Chris would provide an aide memoire for this purpose.

6. LG noted the importance of feedback providers attending the Information/demonstration sessions to ensure forms were completed correctly and to an acceptable standard.

   Action: LG members

Item 3: MRO Update

7. LG received a briefing from MRO on upcoming media-related issues.

Item 4: Constitutional Issues Advisory Group (CIAG) Update

8. LG received an update on CIAG.

Item 5: SPCB Agenda (LG (2012) Paper 067)

9. LG noted the SPCB agenda for Wednesday 31 October and the forward plan up to February 2013.


10. LG considered a proposal to discontinue or reduce the weekend catering service. It was agreed that the service be discontinued on a Sunday effective from January 2013. The Saturday service would be withdrawn from 1 April 2013 unless there was a significant increase in usage between now and the end of March. Colin confirmed he would consult with TUS about the proposed changes.

   11. Colin Chisholm and Brian Mitchell, Head of Facilities Management Service Delivery, would agree how to communicate the change to staff. Thought would also be given to agreeing the level of uptake that would be required to maintain the service on a Saturday.

   Action: Colin, Brian Mitchell

Item 7: Strategic Risk Register (LG (2012) Paper 069)

12. LG was invited to review, comment and offer feedback on the draft strategic risk register. It had been prepared with reference to the strategic plan and the organisational performance framework (OPF)

13. The risk register would be owned by LG. The key controls and mitigating factors would be assigned to individual LG members.
14. Risks monitoring would form part of existing quarterly operational performance reports to the SPCB and LG. The Head of Internal Audit, supported by the SPCB Secretary and the Business Continuity Manager, would meet with LG members to discuss the status of the controls and mitigating actions for which they have been assigned responsibility and to discuss new or emerging risks.

15. As part of the 2013/14 budget setting exercise, each office and business unit had been required to submit an office plan setting out their key activities and the risks to the successful achievement of those activities. It was proposed that these risks were used to form the basis of office risk registers. The Head of Internal Audit, supported by the Clerk/Chief Executive’s Office and the Finance Office, would arrange to meet Office Heads to discuss the formation of office risk registers which were consistent with office plans, using a similar methodology to that used in the preparation of the Strategic Risk Register. This process would ensure that there was no duplication of the recording of risks across different office plans.

16. The register should also cover the risk of missing opportunities or not taking appropriate action. Andy Munro, Head of Internal Audit, was asked to consider how this sort of risk might be captured on the register.

**Actions: Andy Munro**

17. LG agreed that LG papers should include reference to any risk implications, where applicable, within the existing “Governance” section.

18. The draft risk register included a column headed ‘risk type’. It was agreed that this was not necessary and would therefore be removed.

19. A risk management training course was in the final stages of development. Thought would also be given to incorporating risk management into other appropriate training courses such as project management. It was agreed that staff responsible for managing risk should receive training.

**Action: Andy Munro, Chris March**

20. LG members agreed to feedback to Andy any further comments on the risk register by close on Friday 23 November. Andy would then return to LG with a revised version in January 2013.

**Action: Leadership Group, Andy Munro**

**Item 8: Internal Audit Plan (LG (2012) Paper 70)**

21. LG received an update on the Advisory Audit Board and the progress of the 2012/13 internal audit plan.

22. LG approved the period 7 report for onward submission to the SPCB.


23. David Fairhurst, Environmental Performance Manager, tabled a paper which sought approval of the revised environmental policy in advance of its presentation to the SPCB.

24. David also delivered a presentation which outlined the progress made to date, future challenges and number of policy changes which would impact upon environmental management in the organisation.

25. LG thanked David and his colleagues for the impressive results they had achieved to date. LG was committed to taking a strategic lead in driving the new policy forward once it had received endorsement from the Corporate Body. David and David McGill were asked to bring a paper to the next strategy LG meeting in March 2013 setting out concrete proposals for how the Parliament would achieve the 2020 target.

**Action: David Fairhurst, David McGill**


26. LG considered a PID and project plan for the organisational agility project. LG had asked the Human Resources Office to recommend a practical framework to improve agility in order that the organisation was well placed to meet changing business needs.

27. LG discussed the issues and options in the paper. It was suggested that more training in general skills would improve the capacity for individuals to work more flexibly within their own posts and in turn would improve the internal pool of candidates.

28. LG also considered the potential benefits that structured secondments could bring to the organisation. This was particularly relevant now that most vacancies were filled internally.

29. Callum Thomson, Deputy Head of HR, set out the 3 phases of the project and LG discussed these phases and the proposed PID. Phase 2 included a proposal to take a corporate approach to managing the peaks and troughs in different offices’ workloads across the year. Callum was asked to consider the extent to which the project could deal with capacity planning.

30. Callum was asked to reflect on the issues raised during the discussion. He also agreed to consider inviting colleagues from outwith HR to join the project team.

31. LG welcomed the work which been undertaken to date and agreed the PID and project plan.

**Actions: Callum Thomson**
Item 12: Staff Experience Survey (LG (2012) Paper 74)

32. LG had previously agreed that a staff experience survey should be run in early 2013 and had set the key objectives and broad themes in order for the Reference Group to develop the survey content. Lisa Miller provided an overview of the survey content and sought approval on this and the preferred response rating.

33. Paul thanked LG for their input in developing the survey. Ken and David in particular had provided direct support to the project.

34. It was agreed that Lynda would explain to the legal staff in the Solicitors Office that they were included by the term 'SPS staff' which would be used in the survey. The project team would make sure this was clear in their communications.

35. LG reviewed the proposed questions and suggested a number of changes which Lisa agreed to consider. LG noted that the project team would be working with SPICe to develop the survey. The final version of the survey questions would be shared with the SPCB in December.

36. LG considered the survey response rating scale. Following discussion it was agreed that a 6 point scale would be most appropriate. Thought would be given to the wording used to describe the ratings at point 3 and point 4 on the scale.

   **Actions: Lisa Miller**


37. LG welcomed a paper from Claire Turnbull which outlined the drivers for strengthening existing data protection processes, identified progress to date in this area and set out key areas for further development to mitigate risks to ensure that the SPCB continues to meet statutory requirements.

38. Claire agreed to prepare a paragraph for the next Chief Executive's Report to the SPCB to update it on this work. It should include a reminder that MSPs have a legal responsibility to comply with data protection legislation.

Item 14: Information Management Strategy (LG (2012) Paper 76)

39. LG noted a report updating it on progress to date on the IMS programme.

40. Work was underway to prepare for introducing a digital working environment. This would fall under the IMS programme. In future, progress on both would be considered at the same time by LG.

Item 15: Any Other Business
Workplace Design Review Survey

41. Jerry Headley had previously circulated a draft survey intended to gather the views of Office Heads on the use of space in their work areas. This would inform the workplace design review being undertaken by Facilities Management. Jerry agreed to consider amending the survey to allow Office Heads to comment on the use of space in areas of the building outwith their own offices. Jerry would also speak to David and Susan to ensure that the appropriate staff in their areas received the survey.

42. Jerry agreed to speak to Lynda Towers about any possible links between workplace design and scenario planning.

Actions: Jerry Headley

Leadership Group Secretariat
November 2012