MINUTE OF LEADERSHIP GROUP (LG) MEETING HELD ON MONDAY 4 MARCH 2019, 9.30AM, Q1.04

Present: Michelle Hegarty (Chair) Colin Chisholm Derek Croll Susan Duffy
Ken Hughes David McGill Judith Morrison Callum Thomson Tracey White

Apologies: Paul Grice, Alan Balharrie, Lynsey Hamill

In attendance: Joanne McNaughton (items 3&4) Aneela McKenna (item 5) Derek Stein (item 6) Willie Heigh (items 7&9 Huw Williams Monika Okrojek Judith Proudfoot, Secretary

Item 1: Previous minutes
1. The minute of the previous meeting held on 4 February 2019 was agreed.

Item 2: Matters Arising
2. As the scheduled meeting on 25 February had been cancelled, the Period 10 Finance Report was circulated and noted by LG by correspondence.
3. LG had also been provided with the additional information requested in relation to the health and safety audit programme.

Item 3: Draft SPCB Agenda (LG Paper 015)
4. LG noted the Forward Plan for SPCB meetings up to the end of May 2019.

Item 4: Draft Leadership Group Agenda (LG Paper 016)
5. LG discussed the Forward Plan for LG meetings up to 13 May 2019. The programme of strategic discussion topics was also discussed and it was agreed a revised version containing updates from subsequent agenda item discussions would be circulated for comment.

Action: LG secretariat

Item 5: Diversity Monitoring Report 2018 (LG Paper 017)
6. The data included in this report was taken from the e-HR system as at 31 March 2018. The main issues highlighted included:
only 1.1% of staff were reporting their ethnicity as BME, Other Ethnic Group or Mixed Background;

the percentage of staff reporting a disability has decreased slightly;

figures illustrated an ageing workforce but there had been a slight increase in the number of employees under 24; and

the overall gender split remained the same but the percentage of women in G6 or above had increased.

7. The Equality Manager reflected that diversity across the organisation appeared better than the figures suggested. This was attributed to issues with the systems available to record the information and the low rate of declaration by staff, reflected in the relatively low response rate to the previous equalities survey. LG discussed what steps were being taken to address these ongoing issues which posed a risk to the accuracy of the data for the next reporting period. Aneela was asked to look at what urgent steps could be taken and to circulate an update to leadership group ahead of its next meeting. Also, it was agreed Aneela would come back to update LG in September.

8. It was agreed that in future the draft would be provided to the Diversity & Inclusion Board in advance for comment and to enable it to produce an Action Plan.

9. Subject to some minor amendments to the text to reflect the positive aspects of the report, LG approved the Report for submitting to the SPCB.

Action: Aneela McKenna

Item 6: Gender Pay Gap (GPG) report 2018 (LG Paper 018)

10. This Report was based on data as at 31 March 2018.

11. The key point highlighted by the report was that the GPG had fallen since the previous Report from 3.8% to 2.9% (the target range is + or - 5%). As a comparison, the GPG for the Scottish Public Sector for 2018 was 14.5%. This was very positive but it was noted again that in a small organisation such as this, a small change in staffing could result in a comparatively large change in the GPG figures.

12. As requested, officials had looked at the apparent discrepancy highlighted in the previous year’s Report between payments made to men and women under the Exceptional Contribution Scheme. Having looked at additional years’ data and the fluctuation in the figures, it was not obvious that there was any bias in payments one way or the other. LG noted that the Scheme was currently being looked at and would be coming back to LG for a wider discussion.

13. The GPG action plan for 2018/19 included a commitment to carry out a pay gap analysis on ethnicity and disability. When reviewing the available data, it was found that the data sample was insufficient to provide any
meaningful analysis. LG was keen to pursue this and urged that the work being done to look at all HR systems, with a view to improving the recording of relevant data, was taken forward as a priority.

14. LG also noted the increase in the number of men in part-time roles as being a positive change.

15. Subject to some minor amendments to the text and inclusion of an additional table (included in the previous year’s Report) and explanatory narrative on the decrease in GPG, LG approved the Report for submitting to the SPCB.

**Action: Derek Stein**

**Item 9: Strategic Discussion - embedding change (oral)**

16. At the previous meeting LG had an initial discussion on how change was embedded across the organisation, focusing on culture; leadership; and capability. This discussion built on that and looked at the specific strands of work which had a bearing on strategic change.

17. LG agreed a number of actions including:

- Review of a selection of past change projects to see if change has been embedded and lessons could be learnt for things that went well and things which did not go so well.

- A strategic discussion in April on the topic of culture and values.

- A series of ‘scoping discussions’ on significant change projects identified from the Delivery Plan. These would include the Members’ Services Review and Workplace Planning, June 2019

- A programme of consideration of governance documents for change and other strategic activities, commencing April.

- Introduction to LG agendas of a forward look at significant internal and external communications.

- Feedback to the G6 network on taking forward closer collaboration.

**Item 7: Delivery Plan – Resourcing (LG Paper 019)**

18. Based on recent discussions at LG on capacity, resources, embedding change, and feedback from Grade 6s/office heads, it was agreed to assess resources required to support the improvement activities listed in the Delivery Plan. This paper provided a high-level overview of the outcome of that exercise.
19. LG committed to providing additional timescale information, initially between now and the summer, to enable the document to be used going forward to identify when projects are anticipated to impact on key offices. It was accepted that this information could not always be specific given the nature of some projects.

20. Once updated to reflect LG discussion, the table would be circulated to office heads to assist them in their office planning discussions.

   **Action: LG members, Willie Heigh**

**Item 8: Staff pay negotiations (oral)**

21. LG noted an update on current pay negotiation discussions with the TUS.

**Item 10: AOB and Meeting communications**

   **Media handling**

22. Colin Chisholm updated LG on a session MRO had run on media handling for Facilities Management staff. The session had been very well received and Colin recommended it to other offices.

**Date of next meeting**

23. The next scheduled meeting of the Leadership Group was due to take place on Monday 18 March 2019.

**Leadership Group Secretariat**

**March 2019**