MINUTE OF LEADERSHIP GROUP (LG) MEETING HELD ON MONDAY 29 APRIL 2019, 9.30AM, Q1.04

Present: Paul Grice (Chair) Michelle Hegarty
Alan Balharrie David McGill
Colin Chisholm Judith Morrison
Derek Croll Callum Thomson
Susan Duffy Tracey White
Lynsey Hamill

In attendance: Joanne McNaughton (items 3&4)
Lis Craig (item 5)
Anne Jepson (item 5)
Lynn Russell (item 5)
James Burton (item 5)
Alan Campbell (item 5)
Andrew Degnan (item 5)
Willie Heigh (items 6&7)
Jake Fenton (item 8)
Helen Nicolson (item 8)
Huw Williams
Monika Okrojek
Judith Proudfoot, Secretary

Item 1: Previous minutes

1. The minute of the previous meeting held on 1 April 2019 was agreed.

Item 2: Matters Arising

2. There were no matters arising.

Item 3: Draft SPCB agenda (LG Paper 029)

3. LG noted the forward plan for SPCB meetings up to the end of May.

Item 4: Draft Leadership Group Agenda (LG Paper 030)

4. LG discussed the forward plan for LG meetings up to the end of June, confirming the items as listed. It was noted that there was a busy schedule ahead with agendas already full and a number of additional meetings/workshops planned.

Item 5: Performance Reporting (LG Paper 031)

5. A performance reporting working group was established in September 2018. A number of its members were in attendance. Its initial focus had
been on gathering information through questionnaires and interviews; process mapping; and research.

6. The group presented recommendations which split into 4 main themes:
   - Report format
   - Develop/refresh KPIs
   - Improve qualitative feedback
   - Capturing KPIs/Dashboard

7. LG was particularly interested in, and supportive of, the proposal to use Key Performance Questions (KPQs) as the method for developing KPIs. LG agreed that Group Heads would nominate individuals from their business areas to support the working group with this work over the next few months.

   **Action: Group Heads**

8. LG agreed the format for reporting and noted that the first revised report would be introduced for the 2019-20 Q1 report which would come to LG in September. The working group would also come back to LG in September with a further update.

9. The Chief Executive thanked the working group for the depth and quality of the work done to date.

**Item 6: Governance of Boards (LG Paper 032)**

10. LG reviewed the second tranche of governance and accountability arrangements for Boards established to progress activities in the Delivery Plan. Specific issues discussed included:

    Gender balance – taken together with the first tranche discussed, the overall balance was improving but a warning note was sounded against putting all the emphasis on the remaining boards to bring the balance up. LG must challenge imbalance across all boards while accepting that circumstances will dictate membership in some instances. Particular attention should be given to the strategic boards which were long-term and cross-cutting in nature.

    Reimbursement of Members’ Expense Scheme – Phase 2 of this project was identified as a particularly good developmental opportunity for staff.

    Constitutional Issues Board – LG welcomed the increased communications which had been issued by the CIB in recent weeks and agreed that regular oral updates to LG should be linked to the scheduled business programme updates.

11. LG agreed the governance arrangements as set out.
Item 7: Strategic Planning and Risk - Annual Planning and Reporting Framework (LG Paper 033)

12. LG noted an update on the work of the planning and reporting review and in particular welcomed the new Annual Planning Timeline which would now be shared with Office Heads to help begin the 2020-21 planning exercise.

Item 8: Health and Wellbeing (LG Paper 034)

13. While it was recognised that the existing management systems contained a wealth of data which could provide managers and Office Heads with an insight into trends and possible issues in order to better support their staff, LG agreed that this information was not easily accessible in a useful format. LG agreed that to better discuss health and wellbeing across the organisation and identify any areas which required additional support, it first needed to get a better understanding, based on quantitative as well as qualitative information, of the current position.

14. HR was asked to work with colleagues on the performance working group to develop 2 or 3 KPQs and then produce the relevant management information reports to support these. Group Heads were asked to use these to review their business areas and prepare to report back at a session to be arranged.

Action: Alan Balharrie, Group Heads

15. LG acknowledged the specific feedback from the mental health network. It was agreed that this would be looked into further by the Diversity & Inclusion Board.

Action: Colin Chisholm, Susan Duffy

Item 9: Embedding Values (discussion)

16. The purpose of this discussion was to review how well embedded the values were within the organisation and what steps were required, if any, to improve.

17. While much work had been done corporately and by some individual teams, feedback suggested that the process and level of embedding was inconsistent across the organisation. This was not to say that the values were not being ‘lived’, but there were varying degrees of formal managing through specific objectives.

18. LG agreed that it was still committed to ensuring that the values should be reflected in how the organisation carried out its business. A paper would be produced, based on this discussion, with proposals for a framework of steps to be taken by LG and all staff to ensure the values were seen to be fully embedded.
Date of next meeting

19. The next scheduled meeting of the Leadership Group was due to take place on Monday 13 May 2019. An additional meeting to discuss the web and on-line project had been arranged for 1 May 2019.

Leadership Group Secretariat
April 2019