Item 1: Leadership Group Development

1. Ishtar Swaffield and Kevin McGeever had attended the first two meetings of the Leadership Group in order to offer advice on possible areas for its development as a group. They were in attendance to feed back their findings.

2. This had been a functional review of the group and not an assessment of the performance of the individual members. The group worked well and was clearly performing well in an operational capacity. There was scope to dedicate more time to performing its strategic role. It was therefore suggested that three meetings a year be set aside to discuss strategic matters only.

3. LG agreed to trial strategy meetings and that the first such meeting should cover the strategic plan and KPIs. Stewart and Paul would meet with the Secretariat to agree an agenda for the meeting on 3 May.

4. The frequency, timing and subject matter of future strategy meetings would have to be thought through carefully. Paul and the Secretariat would come up with a proposal and circulate this to LG for comment.

Action: Secretariat
5. Ishtar or Kevin would be invited to observe a further meeting in six months or so.

Action: Secretariat

Item 2: Minutes of LG Meeting: 28 February 2011

6. The minutes were approved.

Item 3: Matters Arising

Leadership Portfolio

7. Stewart confirmed that Willie Heigh had begun work on the process to consolidate projects into more cohesive programmes. The consultation stage had not yet begun. Paul asked that this work be considered as part of the strategy meeting in May.

Action: Stewart

Staff Event

8. Paul thanked colleagues for their help in reshaping the staff event which would take place on 30 March. LG was asked to ensure their staff responded to the invitation email by indicating their preferred session. Staff were expected to attend unless they were not in the building that day. Those unable to attend should also be asked to respond to the invitation email to help with planning.

Action: Leadership Group


9. LG noted the first quarterly compliance report.

10. LG discussed the format of the report and agreed that future reports should be concise and that the information should be at a sufficiently high level. However, there would be scope to use annexes if there were any issues meriting more detailed reports. If this was the case, the Secretariat would be consulted to ensure extra agenda time was allocated if necessary.

Action: Lynda

11. It was suggested that the report include details of the number of staff who had attended mandatory compliance related training such as those for fire safety. LG was asked to consider what other issues should be included in future reports and to pass suggestions to Lynda.

Action: Leadership Group

12. Lynda agreed to consider whether Business Continuity Management information should be included or dealt with separately.
13. The next report was currently due on 20 June. Lynda would take into account the timing of relevant meetings such as those of the Health and Safety Committee to ensure that future compliance reports could benefit from any relevant discussions or outputs. The Secretariat would be informed of any change to the scheduling of the report on the forward plan.

**Actions: Lynda**


14. LG noted the draft period 11 finance report for the Corporate Body.

**Action: Derek**

15. The Finance team were seeking ways in which to improve financial reporting. LG members were asked to consider this and to feed any ideas back to Derek and his team. On receipt of comments, Derek would consider whether to get a small group of LG colleagues together to discuss this further.

**Action: Leadership Group/Derek**


16. Mary Nicol, Head of HR Strategy and Policy, presented a paper seeking LG’s sign off of the redeployment policy and procedure, the accompanying guidance for line managers and staff and the proposed publication date of these.

17. The policy had been written with a flexible approach in mind so that it could continue to be used as a workforce planning tool after the reviews had been completed.

18. The Change Management Board would be asked to clear the communication plan on 23 March. It would then be circulated to LG. A draft Q&A was also in production and would also be circulated.

**Action: Mary Nicol**

19. LG discussed the policy and the associated documents and received clarification on a number of minor drafting details.

20. LG members were asked to consider in early course whether there were any specialist roles in their areas likely to become vacant and which might prove difficult to fill internally. If any posts were so identified they should be raised with the relevant HR Adviser as soon as possible. It was expected that such posts would be rare. The Assistant Clerk/Chief Executives would play an important role in deciding when unfilled posts could be advertised and whether it was appropriate for this to be done externally.

**Action: Leadership Group**
21. LG approved the policy and associated documents and agreed that they would be published during the week commencing 4 April 2011.

Action: Mary Nicol

Item 7: HR Management Information Dashboard Demonstration (LG (2011) Paper 016)

22. Stewart Scougall and Daren Pratt from HR demonstrated the dashboard for the new HR system. It could provide a summary of any information held on the system. It was agreed that the following categories appear on the dashboard:

- Headcount
- Salary Costs
- Absence Levels
- Overtime Levels
- Staff Turnover
- Flexitime levels
- Holiday levels

23. LG noted that the system could usefully produce a report on the uptake of compliance related training to inform the quarterly compliance report. Colin and Lynda would discuss this off line.

Action: Lynda/Colin

24. It would also be useful in tracking uptake of training in general and the number of last minute cancellations. Stewart Scougall had been discussing the viability of importing this information from Bray Leino’s system. In the meantime, HR staff would pull together information on the number of cancellations by group and Colin would circulate to Group Heads so that any issues could be dealt with directly.

Action: Colin

Item 8: Election Planning Update

25. LG noted that election preparation work was proceeding to plan.

26. Staff had been invited to act as ushers in the reception and registration of new and returning Members in the immediate post-election period. Volunteers were required to cover the period from Friday 6 until Wednesday 11 May, including the weekend. It was anticipated that most activity would be on Monday 9 and Tuesday 10 May. Staff would receive time off in lieu for any hours worked outwith their normal working patterns.

27. The next meeting of the Election Programme Board would be held at 4pm on Monday 21 March.
Item 9: SPCB Update

28. Paul updated LG on the final SPCB meeting of the session which had been held on Wednesday 9 March.

29. The SPCB had discussed its legacy report. Once this had been signed off, the SPCB Secretariat would circulate it to LG members for information.

Action: SPCB Secretariat

Item 10: AOB

Parliament Sitting Patterns

30. Ken and David were leading a project to scope out possible future sitting patterns for the Scottish Parliament and the impact these might have. Staff in clerking were assisting with this work over the dissolution period and would be consulting LG members to gather their views. A paper outlining the findings would be drafted and made available to the new Presiding Officer team.

Leadership Feedback

31. LG had been asked to seek feedback from their staff on their leadership skills and the quality of leadership in the organisation generally. Paul thanked those colleagues who had already submitted their findings and reminded others that the deadline for responding was Thursday 31 March.

Network Printing

32. Alan updated LG on BIT’s plans to investigate the viability of moving away from individual devices for copying, faxing and scanning to more powerful shared, multifunction devices. No changes would be made until Members had been fully consulted in the period following the election.

Inflationary Cost Increases

33. LG noted the implications of inflationary cost increases to contracts, particularly those of high value. Derek and procurement colleagues would be addressing this issue. The Assistant Clerk/Chief Executive’s would be kept informed and Derek would seek their assistance if necessary. Derek would also update LG on progress.

Action: Derek

Leadership Group Secretariat
March 2011