



The Scottish Parliament
Pàrlamaid na h-Alba

Minute of the Leadership Team (LT) meeting held on Monday 2 October 2023 at 09.30am (remote)

Present:

- Michelle Hegarty (chair)
- Alan Balharrie
- Susan Duffy
- Lorna Foreman
- Sara Glass
- Lynsey Hamill
- Judith Morrison
- Tracey White

Apologies:

- David McGill
- Callum Thomson

In attendance:

- Mark Brough (items 1-5)
- Willie Heigh, Erin Borthwick (item 6)
- Alan Durward, John Paterson, Rachel Fishlock, Angie Dickson (item 7)
- Cliff Andrews, Emma MacDonald, Dorothy Sneddon (item 8)
- Huw Williams
- Erin Aitken
- Judith Proudfoot, secretary

Item 1: Previous minutes

1. Some amendments were suggested for the minute. An updated version would be circulated for agreement by correspondence.

Item 2: Matters arising

2. Following the cyber security briefing at the previous meeting, Alan advised that he had been liaising with Tommy Lynch to discuss the next resilience exercise being cyber-based.

Item 3: Intelligence sharing

3. LT had a further discussion on measures required to avoid issues with the staffing budget for the remainder of 2023-24. Turnover was lower than forecast and the time

taken to fill posts had decreased – both good news but both impacting on the forecasted vacancy gap.

4. An improved 'request to fill' process was due to be launched later in the week which should provide better control of planning and improve budget management and decision making.
5. People & Culture staff were undertaking a modelling exercise on filling posts; this would be discussed at a Group Head (GHd) meeting when ready and comms would be provided to ensure a consistent message was available to all staff.

Action: Lorna

Item 4: SPCB meeting feedback

6. LT noted feedback from colleagues on issues discussed by the SPCB since the last LT meeting.

Item 5: SPCB and LT forward looks

7. LT noted the items currently planned for future LT and SPCB meetings and provided updates.

Item 6: Members' survey interviews – Paper 21

8. LT discussed options around seeking feedback from Members on services provided by the Parliamentary Service. In recognition of the time and resource required to undertake these exercises, LT agreed to move to an annual exercise with the next one taking place February/March 2024. The frequency of exercises would be kept under review.
9. LT also discussed the methodology for collecting information from Members. The SPCB had suggested that it might be more productive to engage via the party groups and officials were following up on this. LT agreed that there would be added benefit from seeking input and suggestions from Members which would assist in planning ahead rather than simply looking back at services provided. LT members were keen to engage further with Willie on this.

Action: Willie, Alan, Lorna, Susan

Item 7: New ways of working – Paper 22

10. LT discussed the New Ways of Working Programme moving into the next and final phase - 'business as usual'. This discussion focused on the use of space across Holyrood and the responsibility of Facilities Management to manage the allocation of space in the most effective and sustainable way to meet the needs of the organisation.
11. Some key drivers were identified in relation to the use of space including:
 - Supporting net zero strategic planning.
 - High quality office space still at a premium although utilization on business days typically 50/60% of pre-pandemic levels.

- Demand for flexible workspaces.
- Need for space for Members' staff.

12. LT agreed the general direction of the NWoW Programme but noted that the move to business as usual should not be rushed and more quality discussion time was needed. Further work was required on the Communication Plan and this would be brought back to LT for discussion in November. A discussion with the SPCB would also be necessary.

Action: Alan D, Rachel

13. It was noted that aspects of the Programme may be raised at the Staff Event planned for November and if that was to happen then the revised Comms Plan should be circulated for sign-off in advance.

Action: Rachel

Item 8: Digital delivery plan – Paper 23

14. The purpose of this discussion was to update LT on progress with developing a Delivery Plan for the Digital Strategy for the remainder of the Session. LT discussed the importance of the project pipeline in identifying and managing resources and questioned how best to achieve a co-ordinated and joined-up approach across the organisation. An internal meeting to discuss the longer-term project investment pipeline was scheduled for the next day and Alan was also encouraged to liaise with external contacts to see how other organisations approached this so he could feed back to a future meeting.

Action: Alan

Date of next meeting

15. The next meeting was scheduled for Monday 6 November 2023.

LT secretariat
October 2023