



The Scottish Parliament  
Pàrlamaid na h-Alba

# Minute of the Leadership Team (LT) meeting held on Monday 6 February 2023 at 09.30am

## Present:

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

## In attendance:

- Mark Brough (items 1-5)
- Victoria Barby, Maureen Lynch, Alan Durward (item 6)
- Neil Mackie, Helen Nicolson, Erin Borthwick (item 7)
- John Paterson, Emma MacDonald, Alan Durward, Rachel Fishlock, Angie Dickson (item 8)
- Huw Williams
- Judith Proudfoot, secretary

## Item 1: Previous minutes

1. LT agreed the minute of the meeting held on 16 January 2023.

## Item 2: Matters arising

2. LT (2023) Paper 1 - Period 8 Finance Report had been circulated since the previous meeting for noting by correspondence.

## Item 3: Intelligence sharing

## Industrial action

3. LT discussed the industrial action that had taken place on Wednesday 1 February and the impact on parliamentary business and management of the building. Some committees had deferred their meetings and some Members had not attended Holyrood but other business had proceeded as scheduled. It was agreed that the decision taken to close the building to the public that day had helped considerably in planning and managing the building resulting in no significant additional disruptions on the day.
4. There was currently no information about any future action and negotiations for the next year's pay awards were progressing.

## **Performance management**

5. LT reviewed progress on implementation of the new performance management system, Weekly10, which was working well and providing useful management data.
6. LT had agreed to set up a small sub-group to work with People & Culture colleagues on the behavioural framework to be rolled-out to Office Heads by the end of March. Group Heads (GHds) were invited to volunteer to be on the group and to email David if interested.

**Action: GHds**

## **Item 4: SPCB meeting feedback**

7. LT members provided feedback on items discussed at the previous SPCB meetings held on 19 January and 2 February. Matters discussed included: the Festival of Politics and Scotland's Futures Forum; Members' feedback interviews; IT provision for MSPs and their staff; and a discussion around arrangements for the oversight of governance of officeholders.

## **Item 5: LT and SPCB forward look**

8. LT discussed and noted the current forward plans for SPCB and LT meetings.

## **Item 6: Sustainability - net zero and energy update**

9. The key measures in achieving the net zero targets were identified as removing gas usage and reducing electricity usage.
10. LT looked at some of the options for reducing electricity usage and the challenges each would present and agreed that all options should remain on the table at this time and be further investigated.
11. Actions under consideration included:

- GHds to review strategies in their area of responsibility and discuss any impacts of the net zero targets with the Sustainability Team.
- Use Weekly10 to gather data on why staff are coming into the building.
- Look at possible incentivisation schemes to encourage purchase of electric vehicles.
- Future use of the car park being restricted to electric vehicles.
- Carbon footprint information being collated by individual.
- Sustainability Team to feed into SPCB discussion on late sittings of parliamentary business.
- Review staff travel policy

12. A further discussion was scheduled for June.

## **Item 7: Quarter 3 reports**

### **Finance – LT (2023) Paper 2**

13. LT noted the year-to-date figures and the end-year forecast of a 1.25% underspend against the revised budget. This was within the target tolerance of 2.5%. The importance of delivering on committed expenditure in order to achieve the end-year forecast was highlighted and GHds were asked to liaise quickly with the Finance Team if they became aware of any likely changes to expected expenditures.

14. More widely, LT noted the rates re-valuation exercise and the Scottish Government's predicted overspend and discussed potential impacts for the SPCB's future budget planning.

### **Workforce – LT (2023) Paper 3**

15. LT noted updates on staffing levels including absence and turnover rates. There was a discussion on the data provided on recruitment, specifically representation and success rates for candidates from minority ethnic backgrounds. Neil Mackie agreed to provide information to GHds relating to their business areas ahead of him meeting with them individually to discuss what, if any steps could be taken to improve diversity in their areas.

**Action: Neil Mackie**

### **Performance – LT (2023) Paper 4**

16. LT discussed the report noting that performance had improved overall since the previous Quarter. GHds provided updates on those areas that were reported as 'amber' or 'red' status.

## Item 8: New ways of working

17. LT noted the high-level out-puts from the recent survey of staff. The results overall were positive. More detailed feedback, including information on any Team Agreements not yet in place, would be provided to GHds for their individual business areas ahead of discussion with People & Culture staff on any appropriate actions. All Team Agreements were to be in place by the end of February.

**Action: GHds, Rachel Fishlock, Angie Dickson**

18. The use of space in the building was now a key focus and LT acknowledged the challenge of changing people's expectations and perceptions about their working environment and practices. There were already good examples of where change had been implemented successfully and LT agreed these should be shared to encourage similar arrangements in other areas where appropriate. There was also a specific targeted project to work with site-based staff to demonstrate the relevance of new ways of working for all staff.

**Action: Rachel Fishlock, Angie Dickson**

19. LT received an update on the various IT projects including installation of new docking stations on desks that will accommodate all mobile devices; ongoing work to upgrade facilities in meeting rooms; and the roll out of the new telephone system. GHds were asked to encourage staff to take up the opportunity to attend one of the drop-in sessions being run on the use of meeting room IT.

**Action: GHds**

## Date of next meeting

20. The next meeting was scheduled for Monday 6 March 2023.

**LT secretariat**  
February 2023