



The Scottish Parliament  
Pàrlamaid na h-Alba

## **Minute of the Leadership Group (LG) meeting held on Monday 23 May 2022 at 09.30am (hybrid)**

### **Present:**

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

### **Apologies:**

- Sara Glass

### **In attendance:**

- Mark Brough (items 3-4)
- Willie Heigh (item 6)
- Roy Devon (item 7)
- Sarah Marchbank (items 7-8)
- Tommy Lynch (items 7-9)
- Huw Williams
- Monika Okrojek
- Judith Proudfoot, secretary

### **Item 1: Previous minutes**

1. LG agreed the minute of the meeting held on 9 May 2022.

### **Item 2: Matters arising**

2. There were no matters arising.

### **Item 3: Feedback from SPCB**

3. LG members provided feedback on items discussed at the SPCB meeting held on 19 May including: the evidence session with the Finance and Public Administration Committee; the Chief Executive's monthly report; the new telephone system project; and an update on ongoing work relating to sustainable development.

### **Item 4: LG and SPCB forward look – LG (2022) Paper 36 and LG (2022) Paper 37**

4. LG noted the forward plans for SPCB and LG meetings up to September 2022 and provided some updates on proposed agenda items.

### **Item 5: New ways of working (NWoW) – LG (2022) Paper 38**

5. LG reflected on the recent excellent sessions held with Office Heads and Team Leaders which had provided a lot of good feedback for the Working Group and LG to consider.
6. The paper presented a number of outputs and outcomes emerging from these sessions and a high level phasing of delivery from the Working Group's workshop. LG added some additional proposals and confirmed that it was content that these would deliver the aspirations for the NWoW programme.
7. It was noted that the next phase would be Office Heads/Team Leaders starting to look at how to balance flexibility across individuals, teams, and service delivery. It was agreed that all initial 1-1 conversations between line managers and staff should take place by 24 September. Anyone who felt they would not be able to meet this deadline was asked to report back in June. A tool kit to aid these discussions was being developed and would be discussed individually with Group Heads over the next couple of weeks and then brought back to LG in June for sign-off.
8. The Covid Interim Policy on working arrangements would end on 24 September. LG agreed that until teams were ready to move into the trial and experimentation phase the current working arrangements (a minimum of 1 day per week onsite) would remain in place.
9. LG was keen to maintain the momentum following engagement with the Office Heads and Team Leaders and agreed the proposed next steps.

## **Item 6: Delivery Plan – LG (2022) Paper 39**

10. LG reviewed the latest draft of the Delivery Plan, discussing in particular, the capacity of the organisation to deliver the Plan. The quarterly reporting on performance against the Plan would continue to report on progress but would have an increased focus on looking ahead to determine if activities were still achievable.
11. It was noted that there was a lot more detailed planning required and conversations to take place between lead officials around inter-office dependencies on change activities. LG noted that bids to bring forward delivery of agreed strategic priorities and for resource to support improved planning on agreed priorities should be submitted to the Strategic Resources Board as early as possible. LG noted that strategic funding decisions were focused on achievement of the Delivery Plan so any new priorities must be collectively agreed at LG before being added to the Plan.
12. It was also suggested that it would be helpful for some measure of prioritisation to be applied to the activities.
13. LG agreed the Delivery Plan.

## **Item 7: London Bridge – LG (2022) Paper 40**

14. LG discussed administrative arrangements around the London Bridge plans.

## **Item 8: Strategic risk – LG (2022) Paper 41**

15. This paper summarised recent feedback from LG members around currently identified strategic risks and provided recommendations on how identification and management of risks could be improved. LG was very supportive of the work done and the approach being taken. It was content with the proposed next steps and noted that a further report would be brought back to LG before the end of the year.

## **Item 9: First aiders arrangements**

16. LG agreed an annual retainer for staff who undergo certification as physical or mental health first-aiders. Only those who maintain certification and are available to provide support to others in the organisation on mental health or physical first-aid issues would qualify for this payment.

## **Date of next meeting**

17. The next meeting was scheduled for Monday 6 June 2022.