



The Scottish Parliament  
Pàrlamaid na h-Alba

## **Minute of the Leadership Group (LG) meeting held on Friday 23 September 2022 at 10.00am**

### **Present:**

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

### **In attendance:**

- Tommy Lynch (item 3)
- Willie Heigh, Erin Borthwick (item 4)
- Vicky McSherry (item 5)
- Huw Williams
- Monika Okrojek
- Judith Proudfoot, secretary

David reiterated his appreciation of the phenomenal effort by all staff during implementation of Operation London Bridge, noted that the skills demonstrated in such a pressured situation were all relevant and transferrable for day to day operations which stood the organisation in good stead.

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

1. LG agreed the minutes of the meetings held on 20 and 23 June 2022.

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

2. There were no matters arising.

## Item 3: Risk Management

3. Several risks were identified that may materialise over the coming months presenting challenges and requiring LG's stewardship. The discussion offered an opportunity for LG members to understand collectively some of the likely pressures, including amongst Members; to share intelligence at an early stage; and discuss possible actions.

4. The following areas of possible risk were discussed:

- Industrial action – Group Heads (GHds) were asked to review office business continuity plans and start looking at possible mitigation measures to ensure business could still be supported in the event of a reduction in the availability of staff. A further update on business area continuity plans was proposed for the next meeting.

**Action: GHds**

- Meeting Financial targets – a realistic rather than optimistic approach to budget forecasting was required so that LG could meet its financial targets in year and overall. LG noted some suggestions which CFO would reflect on.
- Cost of utilities – this was an issue for MSPs and their local offices as well as for Holyrood. The discussion included wider elements such IT licenses and it was noted that aspects overlapped with a later discussion on critical suppliers. It was also noted that this was an area that should be included in the regular review of the Members' Expenses Scheme.
- Loss of utilities – severe weather and possible rationing of supplies were discussed. The priority to continue to support business at Holyrood would be the working assumption but more work was required to understand what was needed to achieve this.

**Action: Lynsey, Tommy**

- Loss of staff availability – LG noted feedback on pressures and wellbeing for staff following the recent delivery of Operation London Bridge and on the back of 2 years of Covid. It was acknowledged that SRR recruitment was an important mitigation to ensure SPS was operating at a sustainable level and the various policies in place to support staff. GHds were asked to consider the sustainability of their office plans and ongoing capacity to support the agreed delivery plan as part of regular performance reporting.

**Action: GHds**

- Failure of critical suppliers – this was a key issue and the relationship between contractors and contract managers was vital. A number of measures proposed by Procurement were agreed to ensure a level of protection for the Parliament. In addition business area contract managers were asked to have discussions on business continuity as part of contract management.

**Action: Judith & GHds**

- Scrutiny of decisions on public spend – it was anticipated that the SPCB would continue to be heavily scrutinised on its use of resources. LG discussed how the use of the building and some of the main contracts might be modified in light of tighter budgets. It was agreed that SRB and SPCB would be updated in due course.

**Action: Lynsey**

## **Item 4: Performance reporting – Paper 47**

5. LG was presented with a revised quarterly performance report that reflected the updated Delivery Plan and was invited to provide feedback on content and format. Future consideration of the report would aim to be more forward looking, based on any potential issues highlighted in the report. LG agreed that a further discussion at the next meeting on the project pipeline in respect of digital portfolio would be beneficial. LG endorsed the new format and approach.

**Action: Alan**

## **Item 5: Quarter 1 reports**

### **Finance Report – LG (2022) Paper 48**

6. LG noted that the main points contained in the report had been covered in earlier discussions around financial performance.

### **Workforce Report – LG (2022) Paper 49**

7. Some of the key points covered included:
  - There was a discussion around some of the challenges being encountered in recruitment. It had been a busy period with over 40 job offers made although this was not yet fully reflected in the overall headcount due to a number of leavers and some delays in the security clearance process. LG welcomed the continued level of applications from minority ethnic backgrounds on the back of recruitment events and a targeted approach. Further work would be undertaken looking at trends throughout the recruitment process beyond the application stage.

**Action: Lorna, Vicky**

- A good internship programme was in progress.
- LG agreed that it would be useful to have a further targeted discussion on workforce planning for the longer term.

## **Item 6: New ways of working business case**

8. This item was deferred to the next GHds' meeting.

## **AOB**

9. LG discussed communications around the special leave policy and the lifting of the homeworking allowance.

## **Date of next meeting**

10. The next meeting was scheduled for Monday 3 October 2022.

**LG secretariat**  
September 2022