



The Scottish Parliament
Pàrlamaid na h-Alba

Minute of the Leadership Team (LT) meeting held on Monday 28 November 2022 at 9.30am

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)
- Neil Mackie (item 7)
- Rachel Fishlock (item 8)
- Willie Heigh, Erin Borthwick (item 9)
- Catherine Fergusson, Katy Orr, Irene Fleming, David Millet (item 10)
- Tommy Lynch (item 11)
- Huw Williams
- Monika Okrojek
- Judith Proudfoot, secretary

Item 1: Previous minutes

1. LT agreed the minute of the meeting held on 31 October 2022.

Item 2: Matters arising

2. There were no matters arising.

Item 3: Feedback from SPCB

3. LT members provided feedback on items discussed at the SPCB meetings held on 10 and 24 November including: the SPCB and officeholder 2023-24 budgets; a supplementary budget request from the Electoral Commission; cost of living crisis support for staff; and the Chief Executive's monthly report.

Item 4: Intelligence sharing

4. Following a member of the public being asked to leave a session of the Equalities, Human Rights and Civil Justice Committee, officials were reviewing the SPCB policies on protests and visitor code of conduct. This would be discussed by the SPCB.
Action: Lynsey
5. Lorna provided an update on constructive communications with unions, including the Public and Commercial Services Union. Group Heads (GHds) would be asked to provide information on the potential impact for their business areas of any industrial action.
Action: Tommy
6. Lynsey provided an update on the likelihood of a loss of utilities and the planning around mitigations such as the recent successful testing of the building's back-up generator.

Item 5: LT and SPCB forward look

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

Item 6: 2023-24 budget

8. LT noted the outcome of recent discussions with the SPCB and in particular the uncertainty around the indicative forecast for 2024-25 due to the volatile nature of inflation. The SPCB was due to present its budget to the Finance and Public Administration Committee in January; GHds would be asked for contributions to the briefing.
Action: Sara, Lis

Item 7: Pay and Reward Policy – Paper 58

9. LT was invited to comment on the principles of the approach to pay and reward which would be used to inform policy recommendations to the SPCB for agreement. Benchmarking with other employers had been undertaken and would be repeated annually. Research into best practice in other public bodies had also been carried out.
10. LT discussed the principles, noting that there were a lot of them to balance in any consideration of individual circumstances. LT provided some feedback on the principles and noted that it was planned to bring some elements of the policy back to LT for future discussion.
Action: Lorna

Item 8: Internal Communications Strategy – Paper 59

11. At the start of this item, David recorded his and Michelle's thanks to all those involved in helping to organise and run the staff event held on Friday 25 November.
12. A previous draft of the Strategy had been circulated to LT in October and the feedback was reflected in the latest draft presented. The Strategy is intended to support and ensure that effective internal communication happens within offices and teams as well as corporately. It sets out roles and responsibilities for different aspects of internal communications and engagement, including the element of personal responsibility for keeping informed.
13. LT agreed the proposal to establish an internal communications network to support the role out of the new strategy and approach. The network would champion communications and engagement across the Parliament, share ideas and take forward activities aimed to improve internal communication across all groups.
14. LT agreed the Internal Communications Strategy.

Item 9: Members' feedback interviews

15. LT reviewed the key themes and findings from the Members' Feedback interviews that took place between the end of September and beginning of November 2022. More detailed feedback would be circulated to GHds specific to their business areas.
Action: Willie, Erin
16. LT welcomed the wide-ranging nature of the feedback received and the positive nature of comments relating to the services provided by parliamentary staff. A summary of the outputs would be presented to the SPCB and thought would be given to how to 'close the loop' in terms of feeding back to Members on actions arising out of the exercise. Future reports would also look at including reference to previous exercises with a view to identifying any trends.
Action: Willie, Erin

[lunch]

Item 10: Scrutiny

17. The purpose of this strategic discussion was to look at the function of scrutiny in the context of the Strategic Plan, particularly around the delivery of excellence in the parliamentary service and developing a modern, dynamic parliamentary democracy in Session 6. LT also discussed the opportunities, challenges and risks associated with the delivery of this element of the Strategy.
18. LT members recorded their appreciation for the presentations received about the role and work of the Business Bureau and Standards, Procedures and Public Appointments Committee in respect of Chamber and procedural aspects; and the Conveners Group which has a collective responsibility for the operation of committees. The discussion

covered a range of topics including: utilisation of project management skills from across the organisation; engagement with Northern Ireland and Welsh legislatures; continuous professional development for staff; and what support LT could provide.

Item 11: Risk: business impacts – Paper 60

19. This paper set out the planned approach to refreshing how risk is managed across the organisation. The main areas discussed were:

- Policy and process
- Capability development
- Management of information
- Risk culture

20. A revised Risk Register would be brought back to a future meeting for further discussion.

Date of next meeting

21. The next meeting was scheduled for Monday 19 December 2022.

LT secretariat
November 2022