



## SCS People Committee

### Remit and Membership

1. The People Committee acts on behalf of the SCS Board to ensure that SCS staff have the skills, support and motivation, now and in the future, to fulfil the organisation's core functions as set out in the Judiciary and Courts (Scotland) Act 2008 and to meet its statutory and other obligations as an employer.

2. The Committee undertakes a strategic decision and scrutiny function on behalf of the Board. The Committee will:

- consider the implications for SCS staff of the strategic decisions taken by the SCS Board or its other Committees;
- scrutinise evidence on current levels of staff engagement, resourcing and deployment, morale, skills and qualifications;
- Identify key risks and issues which undermine the ability of the SCS to provide highly skilled and well motivated staff now and in the future, and ensuring these are managed or mitigated effectively;
- review and agree strategic workforce planning, including career paths and the organisation's learning and development strategy; and
- ensure that the SCS meets its statutory obligations as an employer (with the exception of health and safety obligations which are covered by the Estates, Health & Safety, Fire and Security Committee).

3. In relation to policy matters the Committee provides advice on the strategic direction of policy making and policies. The Committee will be given an opportunity of comment, in advance of formal consultation with the trade union side or other interests, in circumstances in which a proposed policy direction is likely to:

- (a) be contrary to the strategic direction for People matters as set out in the SCS People Strategy; or
- (b) have a major financial impact to an extent as to require the Board to allocate additional funding not anticipated in the approved SCS budget for the year; or
- (c) represent a significant change in the terms and conditions of employees that may have a consequence for organisational performance.

Changes which are not material may be implemented by the Executive without prior approval by the Committee, but all changes should be notified to the Committee

which is empowered to discuss them, and if necessary recommend further changes, at the meeting following the changes having been introduced.

4. The attached Annex sets out the outline delegated responsibilities from the SCS Board to the People Committee, included within the SCS Scheme of Delegation.

5. Day to day management of staff deployment, HR and associated matters is delegated to the Chief Executive and the delegated responsible Executive officers in line with responsibilities already agreed within the Scheme of Delegation.

6. The Committee will meet approximately quarterly.

### **Membership**

7. Membership of the Committee comprises:

- Mark Higgins, Non Executive Member. SCS Board (Chair)
- Johan Findlay JP, Non Executive Member. SCS Board
- Eric McQueen, SCS Executive Director of Field Services
- Alan Swift, SCS Director Human Resources (Executive Lead)
- Sheriff Nikola Stewart
- Jean Lindsay, HR Director, Forestry Commission

8. It was agreed that representatives of the PCS trade union may attend meetings of the Committee but would have observer status only.

9. Other than the daily remuneration rate and expenses for the two SCS Board members and any travel costs for the HR Director, Forestry Commission there will be no additional costs to SCS funds.

### **Agenda Items**

10. The Committee agreed that the Executive would provide for each meeting:

- the HR Business Plan RAG Report; and
- a report detailing any dismissals, serious health and safety incidents and significant HR issues, including any *ex gratia* payments over £10,000 but under £50,000 in the period since the previous meeting.

11. The Committee will receive for consideration and approval any significant strategic changes to People policies.

## ANNEX A

### SCS PEOPLE COMMITTEE: DELEGATED AUTHORITY

<b>Board Responsibility</b>		<b>People Committee Responsibility</b>
<b>1</b>	<p>Thorough scrutiny of all aspects of the business of the SCS, in proportion to the risks and setting the overall risk framework.</p>	<p>On behalf of the SCS Board, scrutinise staff engagement, morale, resourcing and deployment, skills and qualifications and how well these fit with current and anticipated business needs.</p> <p>Identify key risks to the effective, efficient and economical operation of the SCS arising from staffing issues and ensure that these are managed and mitigated effectively.</p>
<b>2</b>	<p>Approval for level 1 and 2 projects (as set out in project risk framework below), including agreeing contingency allocation to project budget.</p> <p>Approval of changes to business case, including budget, for level 1 and 2 projects if beyond the agreed contingency allocation for the project.</p> <p>Routine review, at least twice per year, of level 1 projects and immediate review of level 1 or 2 projects no longer on track to deliver agreed outcomes.</p>	<p>Consider and approve business cases for all level 1 and 2 HR projects. Monitor routinely level 1 project reports and monitor reports if level 1 and 2 projects are not on track.</p>
<b>3</b>	<p>Consideration and approval of the Capital and Revenue budgets for the SCS over spending review periods, including formal approval of forecasts of receipts due from fees, fine income retention or other sources outside government.</p> <p>Adjustments to budgets beyond the limits delegated to the Chief Executive and Executive Directors.</p> <p>Approval of any increase in permanent, full-time equivalent staff numbers.</p>	<p>Scrutinise information on SCS workforce data and its alignment with the SCS pay budget.</p>
<b>4</b>	<p>Authorisation of payments in respect of legal claims or ex gratia payments above £50k.</p>	<p>Monitor individual legal claims by or <i>ex gratia</i> payments made to staff (or former staff) for failures in people management systems.</p>

<b>Board Responsibility</b>		<b>People Committee Responsibility</b>
<b>5</b>	<p>Setting strategic direction of the organisation, including setting its aims and objectives, approval of the Corporate Plan and associated performance framework for submission to the Scottish Ministers, and annual approval of the Business plan.</p> <p>Scrutiny of performance against agreed framework and progress on Business plan, and approval of remedial action where required.</p>	<p>Advise on the formulation and monitor the delivery of the SCS people strategy and policies and priorities relevant to its staff and ensure alignment of these with other SCS strategies and priorities.</p> <p>Scrutinise performance information and progress on agreed business plan commitments relevant to HR and staffing and approve any remedial action where required.</p> <p>Alert the SCS Board to any performance, budget or delivery concerns with significant potential reputational or financial implications, or which could impact on the delivery of the SCS's strategic aims and objectives.</p>
<b>6</b>	<p>Responding to proposals and consultations by Scottish Ministers, the Scottish Parliament or any other body or group where the proposed changes would have a substantial impact on the future operation, jurisdiction or core function of the SCS and/or would increase costs by more than £250k.</p>	<p>Consider and provide advice to the SCS Board, as required, on any consultations or proposals with significant potential implications for the SCS as an employer.</p>
<b>7</b>	<p>Ensuring SCS meets all statutory obligations, including those under:  Health and Safety Act;  Employment Legislation;  Building Regulations;  Data Protection;  Freedom of Information;  Disability Access Legislation;  Race and Gender Equality Legislation.</p>	<p>In relation to employment issues monitor and report to the Board on the SCS's compliance with statutory obligations. Report any significant compliance risk which has potential for reputational damage or is beyond financial limits.</p>
<b>8</b>	<p>Thorough scrutiny of all aspects of the business of the SCS, in proportion to the risks and setting the overall risk framework.</p>	<p>On behalf of the SCS Board, scrutinise staff engagement, morale, resourcing and deployment, skills and qualifications and how well these fit with current and anticipated business needs.</p> <p>Identify key risks to the effective, efficient and economical operation of the SCS arising from staffing issues and ensure that these are managed and mitigated effectively.</p>

<b>Board Responsibility</b>		<b>People Committee Responsibility</b>
<b>9</b>	<p>Approval for level 1 and 2 projects (as set out in project risk framework below), including agreeing contingency allocation to project budget.</p> <p>Approval of changes to business case, including budget, for level 1 and 2 projects if beyond the agreed contingency allocation for the project.</p> <p>Routine review, at least twice per year, of level 1 projects and immediate review of level 1 or 2 projects no longer on track to deliver agreed outcomes.</p>	<p>Consider and approve business cases for all level 1 and 2 HR projects. Monitor routinely level 1 project reports and monitor reports if level 1 and 2 projects are not on track.</p>
<b>10</b>	<p>Consideration and approval of the Capital and Revenue budgets for the SCS over spending review periods, including formal approval of forecasts of receipts due from fees, fine income retention or other sources outside government.</p> <p>Adjustments to budgets beyond the limits delegated to the Chief Executive and Executive Directors.</p> <p>Approval of any increase in permanent, full-time equivalent staff numbers.</p>	<p>Scrutinise information on SCS workforce data and its alignment with the SCS pay budget.</p>
<b>11</b>	<p>Authorisation of payments in respect of legal claims or ex gratia payments above £50k.</p>	<p>Monitor individual legal claims by or <i>ex gratia</i> payments made to staff (or former staff) for failures in people management systems.</p>
<b>12</b>	<p>Setting strategic direction of the organisation, including setting its aims and objectives, approval of the Corporate Plan and associated performance framework for submission to the Scottish Ministers, and annual approval of the Business plan.</p> <p>Scrutiny of performance against agreed framework and progress on Business plan, and approval of remedial action where required.</p>	<p>Advise on the formulation and monitor the delivery of the SCS people strategy and policies and priorities relevant to its staff and ensure alignment of these with other SCS strategies and priorities.</p> <p>Scrutinise performance information and progress on agreed business plan commitments relevant to HR and staffing and approve any remedial action where required.</p> <p>Alert the SCS Board to any performance, budget or delivery concerns with significant potential reputational or financial implications, or which could impact on the delivery of the SCS's strategic aims and objectives.</p>

<b>Board Responsibility</b>		<b>People Committee Responsibility</b>
<b>13</b>	Responding to proposals and consultations by Scottish Ministers, the Scottish Parliament or any other body or group where the proposed changes would have a substantial impact on the future operation, jurisdiction or core function of the SCS and/or would increase costs by more than £250k.	Consider and provide advice to the SCS Board, as required, on any consultations or proposals with significant potential implications for the SCS as an employer.
<b>14</b>	Ensuring SCS meets all statutory obligations, including those under: Health and Safety Act; Employment Legislation; Building Regulations; Data Protection; Freedom of Information; Disability Access Legislation; Race and Gender Equality Legislation.	In relation to employment issues monitor and report to the Board on the SCS's compliance with statutory obligations. Report any significant compliance risk which has potential for reputational damage or is beyond financial limits.