

MINUTES

SCTS PEOPLE COMMITTEE

MEETING: 23 August 2017, Parliament House, Edinburgh

Present:

Johan Findlay OBE JP, Non-Executive Member, SCTS Board (Chair)
Dr Kirsty Hood QC, Non-Executive Member, SCTS Board
Billy Harkness, Non-Executive External Member
Anne Scott, Non-Executive External Member
Professor Alan Boyter, Non-Executive External Member

Also Attended:

Christina Mellon, Director HR, SCTS
David Fraser, Chief Operations Officer, SCTS
Noel Rehfisch, Corporate Secretary, SCTS
Lisa Sellars, Head of HR Business Partnering, SCTS
Brian Carroll, PCS
Hollie Gibson, Executive Support Officer, SCTS (Minutes)

Apologies:

Sheriff Susan Craig, Non-Executive External Member
Rosemarie Smith, PCS

1. Minutes of the Meeting of 17 May 2017

1.1 The minutes of the last meeting were approved.

2. Action Points and Matters Arising

2.1 There were no outstanding action points from the last meeting.

2.2 The Chair provided an update on the SCTS Board meeting in July. Board members had split into three groups and visited Aberdeen, Kirkwall and Lerwick Sheriff and Justice of the Peace Courts. Discussions were held amongst Board members, staff and other court users. Board members were impressed with the professionalism of the staff they met and the positive working relationships that existed with local partners. Committee members agreed that visits of this nature were positive – both to improve the visibility of the Board across the organisation and to allow Board members to hear first-hand from a variety of staff.

3. SCTS – Planning and Risk Management Overview

3.1 The Committee considered a presentation outlining the arrangements in place for planning and risk management across the organisation and how these related to the Committee's role. The presentation focused on the remit of the Committee, outlining the important role it played in providing assurance and oversight on significant people issues. The independent expertise of Committee members, combined with the scheduled activity of monitoring key projects and core documentation ensured that the Committee was able to offer support and challenge to the organisation, strengthening its governance overall. Members agreed that the presentation was useful in providing

a clear understanding of the wider organisational structures and the role played by the Committee and its members.

4. HR Risk Register (SCTS/PC/Aug17/23)

4.1 The Executive advised that the overall format and content of the HR Risk Register would be reviewed to ensure that the risks were presented in the most consistent and effective way. The content of the current risk register was reviewed and discussed. Members were assured that risks were being managed effectively and that sufficient measures were being put in place to control risks.

5. The People Strategy (SCTS/PC/Aug17/24)

5.1 The current draft of the People Strategy was shared with the Committee at the meeting. Following consultation with staff and senior managers and a benchmarking exercise against other organisations, a shortlist of priorities that the strategy would focus on had been identified. The Executive requested that the Committee review the developing draft and provide comments to allow a more finalised version to be produced.

5.2 Committee members noted that the digitisation of processes was likely to continue across SCTS in the coming years. It would therefore be important to factor this into the relevant elements of the strategy including training, talent management and succession planning.

6. Update on the Time and Attendance Project (SCTS/PC/Aug17/25)

6.1 An update on the Time and Attendance Project was provided to Committee members. A dedicated Project Board and revised project governance had been established to ensure that the project was well managed. A new Business Change Manager had also been appointed, who had responsibility for communications, stakeholder engagement, training and benefits realisation.

6.2 Development of the system was now at the stage where initial user acceptance testing could take place. Further preparatory work was under way or planned to ensure sound business processes are in place to make the most of the new system and to develop high-quality training and induction material in relation to the new system, in order to ensure it could be smoothly implemented. A further update would be provided to the Committee at their next meeting.

7. Staff Sickness Absence 2016-17 (SCTS/PC/Aug17/26)

7.1 The Committee reviewed the detailed annual report on staff absence levels. It was recognised that there had been a slight increase in short term and a bigger increase in long term absence in comparison to the previous year. The AO/Typist grade (the largest staff group) had the highest overall level of absence, however it was important to note that this varied throughout the business units within the organisation. HR Advisers and HR Business Partners continued to work with operational managers to ensure that sickness absence was being managed effectively.

7.2 In common with other major employers mental health conditions were recognised increasingly as a cause for both short and long term absence. It was highlighted that the recently launched Wellbeing Initiative was intended to develop and provide appropriate support to enable people to remain in work whilst dealing with mental health issues. Once fully embedded it was hoped that the positive effect of the initiative would be reflected in future data.

8. People Scorecard 2016-17 (SCTS/PC/Aug17/27)

8.1 The 2016-17 People Scorecard was presented to the Committee for consideration. The Scorecard provided detailed people data across a range of areas for the 2016-17 financial year. This included the organisation's overall staffing profile, recruitment activity and absence levels. The Executive advised that a paper providing a full analysis of the Scorecard would be presented to the next Committee meeting. Members were invited to submit feedback on the format and content of the scorecard if there were any areas in which they felt it could be improved or used to provide additional insight. Initial suggestions included adding a trend analysis from the previous year to identify any trends or areas of significant change.

9. HRU Business Plan 2017-18 (SCTS/PC/Aug17/28)

9.1 The Executive outlined the HR Unit Business Plan for 2017-18, which had been approved by the Executive Team. 10 main objectives had been identified for the coming year. These would support delivery of the high level "Skilled and Motivated People" Priorities set out in the Corporate Plan 2017-20. The Committee were content with the plan and the key areas of focus for the coming year.

9.2 One objective within the Business Plan was to review and refine the organisation's recruitment process. Members were advised that a recruitment exercise was underway to appoint a dedicated Recruitment and Resourcing Manager. Once in post this role would oversee the review of recruitment processes and lead the implementation of required change.

10. Summer Tour 2017 and Leaders Conference June 2017 – Feedback (SCTS/PC/Aug17/29)

10.1 The Executive provided an update on the "Summer Tour" events – at which staff from every SCTS location across Scotland were visited by a member of the SCTS Executive Team and had the opportunity to discuss issues of interest or concern to them directly. The use of smaller discussion groups at each Summer Tour session this year had allowed for more open and honest conversations with members of staff. This year the Executive Team had conducted their visits following significant IT and procedural change, which was reflected in discussions.

10.2 Members welcomed the summary of feedback provided in the paper, but noted that it focused principally on the areas for further development and that it would benefit from also covering the successes of the past year and advising the Committee of any previously raised issues that had been resolved. The Executive undertook to consider whether the feedback form, which formed the basis of this paper, could be amended to better capture the positives in addition to the areas for development.

11. Values and Behaviours - Corporate Indicators (SCTS/PC/Aug17/30)

11.1 An update on work carried out since the launch of the new SCTS Values and Behaviours in March of this year was provided. HR Business Partners had been working with the Executive Team to create a set of more detailed behavioural indicators – describing the positive behaviours that those using SCTS services will see staff displaying and the negative behaviours that they will not see. The upcoming autumn staff engagement events would be used to further discuss the revised values and behaviours – allowing all staff to consider how they will be applied in practice in their area.

12. Draft Annual Report to the SCTS Board (SCTS/PC/Aug17/31)

12.1 Members were content with the draft subject to minor amendment. The report would be finalised and presented to the next meeting for final sign off by the Committee before being shared with the SCTS Board.

13. AOB

13.1 The Committee noted the 7 local questions selected by the SCTS that would be included in the Staff Survey 2017.

13.2 Members were advised that Christina Mellon, Director HR, had announced her intention to leave the organisation. The Chair thanked Christina on behalf of the Committee for all of her work and input at Committee meetings over the past year and wished her all the best for her future.

13. Papers for Scrutiny/Exception Reporting Only

13.1 The following reports were provided for scrutiny/exception reporting only:

- HR Project Tracker
- HR Measures for SCTS Board Scorecard
- HR Policy Update

The content of the reports was noted and no matters of concern were raised.

14. People Committee Performance Appraisal 2016-17 (SCTS/PC/Aug17/32)

All non-Committee Members were asked to leave the meeting whilst this item was discussed.

14.1 The Chair thanked members for completing the appraisal questionnaire. The appraisal focused on the overall operation of the Committee, individual member performance and the support received from the organisation. A report collated from members' feedback was discussed.

14.2 It was noted that there were fewer responses this year as the two newly appointed members were not in a position to fully answer the questionnaire. Members agreed that they brought varying knowledge and experience to discussions and decision making. The finalisation and publication of the People Strategy would be a key area of focus moving forward, as well as ensuring the effective leadership and management of upcoming significant organisational change and the impact it may have on people.

15. Date of Next Meeting

15.1 The date of the next meeting was 22 November 2017.

Scottish Courts and Tribunals Service
August 2017