



## MINUTES

### SCOTTISH COURT SERVICE PEOPLE COMMITTEE MEETING: 10 February 2014, 1A Parliament Square, Edinburgh

#### Present:

Johan Findlay, Non-Executive Member, SCS Board (Chair)  
Dr Kirsty Hood, Non-Executive Member, SCS Board  
Sheriff Nikola Stewart, Non-Executive Member (external)  
Julie Ward, Non-Executive Member (external)  
Elaine Noad, Non-Executive Member (external)

#### Also Attended:

Alan Swift, Director HR, SCS  
Cliff Binning, Chief Operations Officer, SCS  
Noel Rehfish, Corporate Secretary, SCS  
Lisa Sellars, Head of Service Delivery, SCS  
Craig Hennessy, Recruitment Manager, SCS  
Eddie Burrows, TUS  
Brian Carroll, TUS  
Karen Lawrie, Executive Support, Secretariat, SCS, (Minutes)

#### Apologies:

Jean Lindsay, Non-Executive Member (external)

#### 1. Welcome & Introductions

1.1 The Chair welcomed Dr Kirsty Hood who was appointed deputy chair of the People Committee following her appointment to the SCS Board in January 2014.

#### 2. Minutes of the Meeting of 7 October 2013

2.1 The minutes of the last meeting were approved.

#### 3. Action Points and Matters Arising

- 3.1 There were no matters arising which would not be discussed elsewhere on the Agenda.
- 3.2 Outstanding action points were cleared or updated.
- *Executive to develop a policy framework to allow a more effective and consistent practice for job rotation at a local level for the commencement of the 2014-15 appraisal years. **A paper would be submitted to the Committee for its meeting in May 2014.***

#### 4. Review of OPG Absence Levels (SCS/PC/Feb14/01)

4.1 Lisa Sellars updated the Committee on the action being taken to address the long term and short term sick absence within the Office of the Public Guardian (OPG).

4.2 A Human Resources Business Partner had been assigned to work closely with the managers and staff in OPG focusing on attendance management as a priority. Training for managers had been developed using case studies to illustrate to managers what action to take and when, in order to effectively manage attendance issues.

4.3 A 7s Review (McKinsey's 7S Review considers shared values, structure, strategy, skills, staff, style & systems) had been carried out in OPG over the last six months and the results would be implemented during 2014 as a restructure takes place.

4.4 Members were pleased to note the positive steps being taken to address absence in OPG and were encouraged that the 2013 staff survey results for OPG showed an engagement index score of 64%, which was an increase of 7% from 2012, although it was noted that there were some individual indicators which highlighted issues that need to be addressed. The 7s represented an initiative to examine underlying work-related factors and was to be commended as an approach because it avoided looking at absence issues in isolation. It was agreed that the measures in place to address the situation were proportionate and that delivery of those measures (and their impact) should be kept under review and that an update provided for the Committee in six months' time. Lessons learned from this exercise should be used to address similar issues in other parts of the Organisation.

## **5. Staff Survey 2013 – Analysis of Results (SCS/PC/Feb14/02)**

5.1 Craig Hennessy provided analysis of the results of the 2013 SCS staff survey. This was the 4<sup>th</sup> staff survey undertaken by SCS staff and, although there were 15% fewer responses submitted, an engagement index of 62% was achieved (a 4% improvement from 2012).

5.2 Members agreed that good progress was being made and the Organisation's staff engagement activity was on the right track. Concern was raised that some key drivers of engagement had received a lower ranking than the average for the survey across the UK. It was explained that the operating environment of SCS could make the delivery of high scores in some of these areas more challenging, due to the geographically dispersed nature of SCS grade distribution and the operational nature of the work having an impact. A strategic focus on key areas would be addressed by local action plans, in order to ensure that further improvement was delivered in future years wherever possible. Ongoing communications with staff should include updates on actions taken to address areas of concern arising from the survey results.

## **6. Car Leasing – Update on Pilot Scheme**

6.1 The Executive advised that there had been 24 expressions of interest in the Car Leasing scheme pilot. Eight people had signed up formally and have either received their lease vehicle or would do so in the near future.

6.2 A review meeting to be held in March would include feedback on the scheme from those who have participated. The eligibility of scheme would also be re-examined.

6.3 The Committee concurred that previous concerns they had regarding the scheme had been fully addressed.

## **7. Zero Hours Contracts (SCS/PC/Feb14/03)**

7.1 The Committee was satisfied with the thorough review that had been conducted on the use of zero hours contracts within SCS. It was agreed that the comprehensive guidance that had been produced ensured that necessary checks were in place to assist managers and that such contracts will only be used where there is a genuine business need and a desire on the part of the employee to be employed on that basis.

7.2 It was also noted that the use of zero hours contracts would be subject to 6 monthly reviews. The results of the reviews would be published as part of the HR Annual Scorecard.

## **8. Draft Business Plan (SCS/PC/Feb14/04)**

8.1 The Executive highlighted the twenty development activities planned for 2014-15 from the draft Business Plan. Members welcomed the comprehensive list of planned activities acknowledging that a project tracker would be available at forthcoming meetings to keep them apprised of progress.

8.2 The Committee discussed the sensitivities surrounding the collection of protected characteristics data from staff, which is listed as an activity. The Executive agreed to consider the areas of concern raised by Members prior to implementation.

## **9. HR Risk Register (SCS/PC/Feb14/05)**

9.1 The HR Risk Register was reviewed. The Committee was content that Risk 770 regarding staff reward remained at “amber” rating however, owing to the number of changes facing SCS in the coming years, it agreed that change management should be reflected as a control.

**Action: Executive to incorporate change management into the controls for Risk 770 on the HR Risk Register.**

9.2 Members were pleased to note that consideration was being given to participation in Learning at Work Week activities for SCS staff in 2014.

## **10. Presentation on Court Reforms**

10.1 Cliff Binning delivered a short presentation outlining SCS operations and services, and the timeline and impact of the Courts Reform programme.

10.2 The Committee discussed the importance of a communications strategy during such a large period of change. It was pleased to note that staff would again have the opportunity to have face to face meetings with a member of the Executive Team during the Summer Tour visit to each court/business unit and again at the Staff Engagement Events later in the year.

10.3 It was **agreed** that the Committee would be regularly updated on the people implications of the reform programme – including on communications issued to staff - as it would be essential to support staff in understanding what the reforms meant for them, what change would mean and (of equal importance) when things would not be changing.

10.4 The Chair thanked Cliff for his clear and informative presentation and asked that any further presentations should include any impact on Justice of the Peace courts and the project to merge the SCS and Scottish Tribunals Service.

## **11. Any Other Business**

11.1 None.

11.2 As this was their last People Committee meeting, Johan Findlay thanked Sheriff Stewart and Jean Lindsay for their valuable contribution to Committee over the last three years.

11.3 The next meeting will be on 14 May 2014.