

SCTS PEOPLE COMMITTEE

MEETING: 14 August 2019, Parliament House, Edinburgh

Present:

Dr Kirsty Hood QC, Non-Executive Member, SCTS Board (Chair)
Sheriff Aisha Anwar, Non-Executive Member, SCTS Board
Anne Scott, Non-Executive Member, SCTS Board
Sheriff Susan Craig, Non-Executive Member

Also Attended:

David Fraser, Chief Operations Officer, SCTS
Lisa Sellars, Director HR, SCTS
Nicola Anderson, Head of HR Organisational Development (items 9,10 and 11)
Janice O'Donnell, HR Business Change Manager, SCTS (Deep Dive only)
Jessica MacDonald, Director Education and Learning, SCTS
Richard Adams, Head of Programmes, Education and Learning, SCTS
Brian Carroll, PCS Union (SCTS Branch Secretary)
Rosemarie Smith, PCS Union (SCTS Branch Chair)
Noel Rehfisch, Corporate Secretary, SCTS
Tara McNamara, Executive Support Officer, SCTS (Minutes)

Apologies:

Professor Alan Boyter, Non-Executive Member
Billy Harkness, Non-Executive Member

1. Declarations of Interest

1.1 Anne Scott advised members of her recent appointment as a Judicial Member to the SCTS Board on 1 May 2019 for a period of 4 years.

2. Welcome and Apologies

2.1 The Committee welcomed Richard Adams, new Head of Programmes, Education and Learning Unit and introductions were exchanged.

3. Minutes of the Meeting – 15 May 2019

3.1 The minutes of the meeting held on 15 May 2019 were approved.

4 Action Points and Matters Arising

4.1 There were no outstanding action points from the previous meeting.

Update from the SCTS Board

4.2 The chair highlighted discussions from the June 2019 meeting of the SCTS Board which had a bearing on matters relating to the People Committee.

5. Draft Annual Report to the SCTS Board

5.1 Members reviewed their draft Annual Report to the SCTS Board that summarised the work of the Committee over the period from December 2018 to November 2019 and set out

priorities for the coming year. The Committee were content with the draft report, and looked forward to submission of a final draft at the next meeting.

6. HR Business Plan 2019-20 Tracker

6.1 Members were presented with the HRU Business Plan tracker for 2019-20, which highlighted progress on current projects underway to meet 7 of the main objectives for the year, covering developmental and core service delivery activities.

6.2 Following updates from the Executive, members were sufficiently assured that action was being taken to effectively manage and control projects, including three currently marked 'amber'.

ACTION: The Executive to organise a post-meeting "deep dive" session on Workforce and Succession Planning.

7. Trauma Steering Group

7.1 Jessica Macdonald provided members with an update on the work underway to develop Trauma Support services accessible to SCTS Staff. Jessica represented SCTS on the National Steering Group (NSG) on trauma training, which met for the first time on 15 May and would be responsible for co-ordinating and overseeing action to develop a trauma-informed and responsive workforce across Scotland, to support recovery of people with experience of trauma. The insights gained from the NSG will be used both to inform trauma support for SCTS staff, as part of the current approach to Wellbeing, and to develop SCTS staff to become more aware of the impacts of trauma on service users and how to provide support.

7.2 At the meeting of the NSG, it was agreed a report providing a data capture which highlighted the current and future planned activities within the organisation would be produced on behalf of SCTS. The report would provide better understanding of where the National Trauma Training Programme can most usefully target further support to maximise impact and outcomes. A copy of the report, once complete, would be shared with the Committee.

8. HRU Structure

8.1 Members were updated on the current HR Unit structure. Temporary promotion opportunities had been created to ensure maximum productivity over the past months in terms of both operation and budget. Recruitment to fill current key vacancies within the unit was being taken forward in the coming weeks.

9. Update of Dignity at Work – action being taken

9.1 Following discussions at the last meeting, members were advised of the further analysis carried out on the People Survey 2018 results in relation to the discrimination and bullying and harassment scores.

9.2 The analysis did not identify any obvious links between the least positive responses to Discrimination and Bullying and Harassment questions and additional indicators. Local Staff Survey Action Plans were in place to help identify and address particular Dignity at Work (DAW) issues. These actions are intended to deliver further improvement and to reinforce a culture where staff feel safe to speak out about unacceptable behaviour.

9.3 Members were advised that questions in the 2019 People Survey relating to Discrimination, Bullying and Harassment had been refined, in order to gain further insight into responses. It was noted that amendments made to the survey would not affect comparability with 2018 results.

10. Attendance Levels

10.1 The Committee reviewed a report that provided information on sickness absence for the period 1 April 2018 – 31 March 2019. The report identified that sickness absence had increased during the period of 2018-19 compared to 2017-18, particularly in relation to longer term sickness.

10.2 Members raised concern in relation to the increased absence figures relating to Mental Health issues, including stress related absence. The Executive set out the organisation's ongoing commitment in relation to raising Mental Health Awareness and provided members with an update on the work undertaken to date to launch the new Wellbeing initiative. The Project Team, Senior Management and PCS had all been involved in preparation for the launch of the Programme – which would build on SCTS's existing wellbeing support and further raise awareness. The launch will include information about the approach being taken to mental health and trauma-related issues and will also launch the work and wellbeing passport.

10.4 It was agreed that the data within the report required further investigation in relation to trends and percentages in specific areas. It was also suggested that a broader range of comparator organisations might be presented, in order to set the data in the most meaningful context. Members thanked the executive for the report and commended the level of detail it contained.

ACTION: The Executive to investigate and carry out further analysis on attendance data, focusing on stress related absence and recurring absence patterns.

11. Untaken Annual Leave

11.1 The Committee received an update on untaken annual leave in the SCTS. Since the last report, provided to the Committee in 2017, actions had been taken to tackle previously identified issues, including working in partnership with PCS Union, and the production of a set of guiding principles for managers.

11.2 It was acknowledged that, in comparison to previous years, annual leave balances were being managed more effectively. The position would continue to be monitored by the Executive.

12. Any Other Business

12.1 The Executive advised members that the People Scorecard and a review of delivery of the People Strategy to date would form part of the business of the next Committee meeting on 30 October 2019.

13. People Committee Performance Appraisals 2018-19

13.1 Members agreed that the People Committee Performance Appraisal for 2018-19 would be postponed until the next meeting on 30 October to allow all members to participate.

14. Review/Discussion of Other Papers (SCTS/PC/Feb19/03-07)

14.1 The following papers were provided for scrutiny/exception reporting only:

- HR Policy Update
- HR Risk Register
- HR Measures for SCTS Board
- Employment Tribunal Update
- ELU Business Plan 2019-20
- IPR Completion Rates
- Period Poverty

The content of these papers was noted and no matters of concern were raised.

15. Date of the Next Meeting

14.1 The next meeting would be held on 30 October 2019.

Deep Dive Session – People System Review

12.1 The Committee welcomed Janice O'Donnell (HR Business Change Manager) who provided an update on the SCTS People Systems Review.

12.2 At the February meeting members received a presentation which highlighted the requirement for a systems review, previously identified within the HRU Business plan. Investment in transformation of HR systems was required in order to deliver high-quality services and provide cost efficient, effectively integrated solutions.

12.3 Janice presented an overview of the solution selection journey to date, highlighting progress made from February 2019 as well as the projected schedule for the review process up to October 2020. Consultants had been engaged to assist with gap analysis and requirements gathering. This had ensured that, in spite of other pressures, the review remained on track. The review was currently in the final stages of the Tender Specification process with a final review of documentation underway before Invitation to Tender is published, due mid August.

12.4 Committee Members thanked Janice for the comprehensive and reassuring update into the People Systems Review and looked forward to receiving updates on the at future meetings.

Scottish Courts and Tribunals Service
August 2019