

**SCTS PEOPLE COMMITTEE**

**MEETING: 30 October 2019, Parliament House, Edinburgh**

**Present:**

Dr Kirsty Hood QC, Non-Executive Member, SCTS Board (Chair)  
Sheriff Aisha Anwar, Non-Executive Member, SCTS Board  
Professor Alan Boyter, Non-Executive Member  
Billy Harkness, Non-Executive Member

**Also Attended:**

David Fraser, Chief Operations Officer, SCTS  
Lisa Sellars, Director HR, SCTS  
Nicola Anderson, Head of HR Organisational Development (items 11, 12 and Deep Dive)  
Cecile Clegg, HR Strategic Partner Organisational Development (Deep Dive Only)  
Jackie Carter, Head of Digital Education, Education and Learning, SCTS  
Brian Carroll, PCS Union (SCTS Branch Secretary)  
Rosemarie Smith, PCS Union (SCTS Branch Chair)  
Tara McNamara, Executive Support Officer, SCTS (Minutes)

**Apologies:**

Anne Scott, Non-Executive Member, SCTS Board  
Sheriff Susan Craig, Non-Executive Member

**1. Declarations of Interest**

1.1 There were no declarations of interest from Members.

**2. Welcome and Apologies**

2.1 The Committee welcomed Cecile Clegg, HR Strategic Partner Organisational Development.

**3. Minutes of the Meeting – 14 August 2019**

3.1 The minutes of the meeting held on 14 August 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 August and October 2019 meetings of the SCTS Board which had a bearing on matters relating to the People Committee.

**5. Final Draft - Annual Report to the SCTS Board (SCTS/PC/Oct19/31)**

5.1 The Committee reviewed and approved the final draft of their Annual Report to the SCTS Board, subject to minor amendment. The report summarised the work of the Committee over the last year and set out priorities for the coming year. The Chair would present the report to the SCTS Board at their meeting on the 25 November 2019.

## **6. People Scorecard 2018-19 and Analysis (SCTS/PC/Oct19/32 & 33)**

6.1 The Committee received the annual People Scorecard for 2018-19 and detailed analysis insights report for consideration. The Scorecard for 2018-19 contained a wide range of data on the organisations staffing profile and related people metrics including overall staffing headcount, recruitment activity and absence levels.

6.2 Members welcomed the report and discussed the broad range of analysis, which identified a number of established and emerging trends. It was agreed that further analysis to compare how the organisations headcount, within current budget constraints, had been affected since the introduction and implementation of digitisation within some operational areas, such as Simple Procedure.

**Action: The Executive to carry out further analysis to compare staffing resources within operations following implementation of digitisation.**

6.3 The Committee acknowledged and commended the HR Director and her team on the level of data produced, highlighting the exceptional standard of detail the Scorecard captured for the organisation.

## **7. Update on Implementation of People Strategy – review (SCTS/PC/Oct19/34)**

7.1 An update was presented that outlined the developments and progress on a number of activities relating to the delivery of the People Strategy 2018-23, since its launch in February 2018.

7.2 Members reviewed a joint paper collated between HR and ELU, which outlined progress and plans to establish individual task forces' and work streams with leads appointed for each theme set out within the People Strategy. Updates would continue to be provided on the implementation of the People Strategy at future meetings.

## **8. HRU Structure – Update (Oral)**

8.1 The Committee received an update on the current HR Unit Structure. Development opportunities had arisen for existing team members and also temporary appointments are being carried out by external resource specifically to assist with the delivery and implementation of the People Systems and Processes review. There is now some stability within the Unit and particularly the critical payroll team.

## **9. Wellbeing Update (SCTS/PC/Oct19/35)**

9.1 The Committee were updated on recent key achievements and activities undertaken following the five week launch of the wellbeing programme, which commenced on 30 August 2019.

9.2 The Executive reported the high level of staff participation on the Mental Health Awareness survey exercise, which would assist in the development of the Mental Health at Work Plan over the next 12 months.

9.3 The Committee acknowledged and welcomed the work that had been carried out in order to ensure all staff were provided and aware of the supportive working environment available to them. The Committee looked forward to future updates on developments made with the wellbeing priorities.

## **10. Employment Law Update (SCTS/PC/Oct19/36)**

10.1 The Committee were informed of recent and upcoming employment legislation changes and the impact they would have on the SCTS. Following discussion members were content with the proposed actions to address forthcoming changes.

## **11. Update – Sickness Related – Sickness Absence Levels (SCTS/PC/Oct19/37)**

11.1 Following discussions at the previous meeting, regarding levels of sickness absence reported for the period of 1 April 2018 – 31 March 2019, members received a supplementary paper providing further information and analysis carried out focussing specifically on mental health sickness absence.

11.2 Members reviewed and discussed the additional analysis, noting there were no noticeable linkages, and were reassured that mental health sickness absence was being managed effectively.

11.3 Uptake in the use of the Employee Assistance Programme (EAP) was also noted by members who reflected on the usage of the programme compared to the level of sickness absence. It was agreed that consideration should be given to the comparators used in order to set out the data gathered in the most meaningful context. Members thanked the Executive for the supplementary report and commended the level of detail it contained.

## **12. Review/Discussion of Other Papers (SCTS/PC/Oct19/39-43)**

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

- HR Risk Register
- HR Measures for SCTS Board
- Employment Tribunals
- HR Business Plan 2019-20 Tracker
- HR Policy Update

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

## **13. Any Other Business**

13.1 None.

## **14. People Committee Performance Appraisals 2018-19 (SCTS/PC/Oct19/38)**

14.1 A summary of members' responses to the appraisal questionnaire was discussed in a members' only session following the formal meeting. Members were generally content with the operation of the Committee and felt they continued to function effectively.

14.2 Members agreed it would be useful to have sight of previous year's appraisals with the next year's exercise, to use as a comparator for their discussions. Members also suggested obtaining feedback from non-committee members to obtain an alternative perspective.

## **15. Date of the Next Meeting**

15.1 The next meeting would be held on 12 February 2020.

## **Deep Dive Session – People System Review**

The Committee welcomed Cecile Clegg, HR Strategic Partner Organisational Development, and Nicola Anderson, Head of HR Organisational Development, to explore Workforce and Succession planning within SCTS.

The need to review and develop workforce planning was informed by SCTS peoples metrics in particular age profile and also the Target Operating Model that identifies how our services will be delivered in the future, and from SG Internal Audit recommendations. Workforce planning and succession planning will be interlinked, identifying the business needs and skills for the future.

Members received an outline of the planning and work underway to formulate a strategic approach to workforce planning and succession planning, with linkages to talent management and the SCTS leadership attributes.

Development of local workforce plans had been piloted within some operational business areas and had developed well over the last 12 months. The pilots had identified the importance to understand and adopt an easy methodology for identifying critical posts in order to help and define future workforce requirements for the longer term.

The Committee welcomed the overview and agreed the overall strategy to develop an organisational workforce and succession plan, however raised concern regarding the delivery of the work within the proposed timeframe and limitations on available resources. It was agreed that appropriate strategies and methodologies could be developed but the delivery is likely to take longer to implement.