

SCTS PEOPLE COMMITTEE

MEETING: Wednesday 5 May 2021 - Via WebEx

Present:

Dr Kirsty Hood QC, Non-Executive Member, SCTS Board (Chair)
Anne Scott, Non-Executive Member, SCTS Board
Dr Sophie Flemig, Non-Executive Member, SCTS Board
Billy Harkness, Non-Executive Member
Professor Alan Boyter, Non-Executive Member

Also Attended:

David Fraser, Chief Operations Officer, SCTS
Lisa Sellars, Director HR, SCTS
Jessica MacDonald, Director Education & Learning, Education & Learning Unit, SCTS
Steven D'Arcy, Interim Corporate Secretary, SCTS
Lorna Gilbert, Senior HR Manager: People Strategy and Support, SCTS
Sabiha Vorajee, HR Strategic Partner – Reward & Recognition, SCTS (Item 10)
Brian Carroll, PCS Union (SCTS Branch Secretary)
Rosemarie Smith, PCS Union (SCTS Branch Chair)
Tara McNamara, Executive Support Officer, SCTS (Minutes)

Apologies:

Sheriff Susan Craig, Non-Executive Member

1. Declarations of Interest

1.1 There were no new declarations of interest from Members.

2. Welcome and Apologies

2.1 The Committee welcomed Dr Sophie Flemig as a new member to the Committee. Lorna Gilbert, Senior HR Manager: People, Strategy and Support also attended.

3. Minutes of the Meeting

3.1 The minutes of the meeting held on 17 February 2021 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 provided an overview of the March 2021 meeting of the SCTS Board which had a bearing on matters relating to the People Committee.

5. HRU Business Plan 2021-22 Update on implementation of People Strategy (SCTS/PC/May21/09)

5.1 Members reviewed the HRU Business Plan 2021-22. The plan contained nine objectives for the year, covering developmental and core service delivery objectives. Due to the COVID-19 pandemic, and HR resources having to be re-directed in response, some of the objectives set out from 2020-21 business plan were carried over.

5.2 The Executive highlighted that following approval of a successful business case for additional staff, resourcing within the HR Unit had been bolstered with the appointment of three senior managers and a number of other posts within payroll and the Organisational Development and Design team. All three senior managers would work in partnership with PCS through the continued developments of HR Services and would also take turns to attend future Committee meetings to update on progress in their specific areas.

5.3 The Committee were supportive of the HRU Business Plan for 2021-22, subject to a minor revision relating to Tribunals Reform. Members commended the HR Director and HR Team on the good progress that had continued to be made during the course of the last year.

6. Education and Learning Unit (ELU) Business Plan 2021-22 (SCTS/PC/May21/10)

6.1 The Committee reviewed the Education and Learning Units (ELU) Business Plan for 2021-22, which set out six main objectives for this year.

6.2 Members received an overview, with particular focus on Marketing, Communications and Engagement, which has become a priority following outcomes from the Staff Survey. It was highlighted that ELU would deliver an engagement campaign to raise the profile of ELU and what it offers within the organisation. The intention was to put in place a Learning Business Partner to strengthen communications and relationships with SCTS Business Units. Digital Transformation would continue to be a key focus to ensure the changing needs of the organisation can be met. The Core Strategic Projects along with other ongoing projects was also discussed, highlighting major trends such as developing a Trauma-informed workforce strategy.

6.3 The Committee welcomed the update provided in respect of developments and business planning within ELU. A review of the current governance arrangements for ELU was underway. One option which was currently being considered was to replace the current Technical Training Committee (TTC) with one Learning Council which would have oversight of all ELU training. Members were advised that plans remained at an early stage with work ongoing to establish the new forum, being led by ELU's Head of Programmes. It was agreed that a communications strategy for the new forum would be shared with Committee members and PCS in due course.

ACTION: Director Education and Learning to share plans and development updates on new forums being considered for the Technical Training Committee (TTC).

7. Progress Report – Internal Audit Review of ELU (SCTS/PC/May21/22)

7.1 The Director Education and Learning provided an update on the Internal Audit follow-up review report of Learning and Development.

7.2 Members acknowledged the significant progress made on recommendations within the Audit report, which had resulted in the implementation of three of the five recommendations. Two recommendations one in relation to Succession Planning and one in respect of Governance had been recorded as partially implemented, with work underway to address both areas.

7.3 The Committee sought assurances on the timescales for delivery of the recommendations set out within the report, as no clear timescales for completion or ownership of set actions were specified within the report produced by the external auditors. Members were advised that a separate ELU audit action plan was in place, with timescales identified, which would be shared with members for information.

ACTION: The Director Education and Learning (ELU) to share timescale action plan in place to address the recommendations set out in the Internal Audit report for ELU.

7.4 The Committee welcomed the update provided and progress made on implementing the recommendations outlined within the Internal Audit report and looked forward to receiving updates at future meetings.

8. Succession Planning Update (SCTS/PC/May21/11)

8.1 The Executive reported on the developments and progress to develop and implement succession planning and talent management processes for the SCTS. This was required to assist the organisation in delivering our business needs now and in the future.

8.2 The Committee were informed that the initial focus would be on SEO, Senior Manager and Director level posts. These were the posts at which there was a higher turnover rate and a larger number of personnel nearing an age at which they could choose to retire. Analysis of SEO grades and above had been carried out using a matrix to assign a rating in terms of criticality. The next steps planned was for Executive Directors to ratify the results to ensure the ratings applied were appropriate to proceed with the development of a Succession and Talent Management plan.

8.3 Members welcomed the update and progress made, recognising the importance and challenges of the work being undertaken. It was highlighted that a further update would be provided at a future meeting.

9. Interim Pay Award (SCTS/PC/May21/12)

9.1 The Committee received a paper outlining details of the interim pay award for 2021 -22 that had been approved and was scheduled to be implemented with May 2021 salaries, backdated to April 2021. Members were advised that further discussions on the flexibilities element of the pay bill would take place in the coming months.

9.2 The Committee acknowledged the successful joint working between Finance, HR, the PCS Union and the Scottish Government, allowing the implementation of the interim pay award at the earliest opportunity. This would ensure that all SCTS employees received a financial award in a timeous manner.

10. Review of Reward - Progress Update (SCTS/PC/May21/13)

10.1 The Committee welcomed Sabiha Vorajee, HR Strategic Partner, who provided an update on developments and key outcomes following completion of the recent review process of the Reward, Benefits & Recognition Framework.

10.2 Members were advised that following detailed analysis and review, the focus had now been placed on three key recommendations including implementation of an annualised plan of strategic review processes across pay, reward, benefits and recognition elements; an ongoing plan of engagement and communication with staff; and development of a suite of data points and metrics, alongside associated deliverables in order to maximise engagement and utilisation.

10.3 The Committee were informed that the next step was to compile a comprehensive plan that could be used to monitor actions and provide future updates on progress to the Committee and Executive Team as matters progressed. Members welcomed the update and progress made, and thanked Sabiha for the detailed paper and overview provided.

11. Employment Law Update (SCTS/PC/May21/14)

11.1 The Committee were informed of recent and upcoming employment legislation changes and the impact they would have on the SCTS. Brexit was highlighted as a key point with the need to ensure changes scheduled to be implemented by summer 2021 were communicated widely.

11.2 Following discussion members were content with the proposed actions to address forthcoming changes.

12. Staff Survey 2020 – Update (SCTS/PC/May21/15)

12.1 The Executive updated the Committee on progress that had been made on the development of a Staff Survey Action Plan, following a review of the staff survey 2020 analysis discussed at the last meeting.

12.2 Members considered the Staff Survey 2020 Corporate Action Plan, developed in partnership with PCS colleagues. It was confirmed that the focus would be on the three key corporate themes identified from the staff survey 2020 results: safety and wellbeing; contacts and communication; and managing changes to our work. The significant progress made on the activities outlined within the plan was discussed together with the ongoing plans to monitor and review success of the activities.

12.3 The Executive advised that in addition to the Staff Survey 2020 Corporate Action Plan, Senior Manager discussion groups had been formed to consider future working practices; team and individual communications; and fairness, in order to identify and inform on any changes or new approaches that required to be considered. The outcomes following these discussions would also be included within the activities set out in the Staff Survey 2020 Corporate Action Plan. Further, HR and the PCS had taken the opportunity to work together in order to develop an “SCTS Pulse Survey” which would focus on dignity at work, equality and inclusion with an aim to raising the profile of Dignity at Work and SCTS Corporate Values and Behaviours.

12.4 Members were advised that the Partnership AGM was scheduled to take place in June 2021. The AGM would consider how SCTS could make inclusion and fair treatment part of everything the organisation does. It was agreed that the outcome of the AGM Partnership meeting and discussions with PCS colleagues, including further updates on the activities outlined within the Staff Survey 2020 Corporate Action Plan, would be shared with the Committee at the next meeting.

12.5 The Committee welcomed the comprehensive update provided, and commended HRU and PCS colleagues for their efforts in responding to the staff survey results. It was also suggested that previous work carried out could be used as a reminder to staff of the effective action taken since previous Staff Surveys, using a ‘You Said, We Did’ approach.

13. Review/Discussion of Other Papers (SCTS/PC/May21/16-21)

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

- COVID-19 Update – Operational Matters
- HR Risk Register
- ELU Risk Register
- HR Measures for SCTS Board
- HR Business Plan Tracker
- Employment Tribunals

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

14. Any Other Business

14.1 The Committee recorded their thanks to SCTS Officials who had ensured that meetings had proceeded as planned during the last year despite the COVID-19 pandemic.

15. Close

15.1 The next meeting would be held on 25 August 2021.

Scottish Courts and Tribunals Service
May 2021