

SCTS PEOPLE COMMITTEE

MEETING: Wednesday 12 February 2020, 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
Billy Harkness, Non-Executive Member
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 (Deep Dive Session)
Lorraine Kelso, HR Strategic Partner (Item 5 Only)
Richie Adams, Acting Director Education and Learning Unit (Item 7 only)
Brian Carroll, PCS Union (SCTS Branch Secretary)
Rosemarie Smith, PCS Union (SCTS Branch Chair)
Tara McNamara, Executive Support Officer, SCTS (Minutes)

Apologies:

Professor Alan Boyter, 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 Lorraine Kelso, HR Strategic Partner.

3. Minutes of the Meeting – 30 October 2019

3.1 The minutes of the meeting held on 30 October 2019 were approved.

4 Action Points and Matters Arising

4.1 One action point was outstanding from the last meeting. The Executive advised members that further analysis was required to identify the departmental staff movements, within operations, and to identify and establish how staff are being utilised as a result of implementation of digitisation. A further update would be provided at the next meeting.

ACTION: The Executive to carry out further analysis on findings to compare staffing resources within operations following implementation of digitisation.

Update from the SCTS Board

4.2 The chair highlighted discussions from the November 2019 and February 2020 meetings of the SCTS Board which had a bearing on matters relating to the People Committee which included the analysis of the Staff Survey results delegated to the Committee.

5. Employee Relation Issues/Dignity at Work Staff Survey Analysis (SCTS/PC/Feb20/01)

5.1 Lorraine Kelso, HR Strategic Partner, presented a paper providing members with further information and analysis detailing comparisons made between the 2019 and previous years Staff Survey responses in relation to Dignity at Work (DAW) and Inclusion and Fair Treatment.

5.2 The analysis highlighted a continued variation in responses received over the last 5 years. Formation of new Business Units had impacted on information available, as no comparable data was available for previous years. The Staff Survey 2019 responses had indicated a 1% decrease in the number of staff reporting discrimination; a 1% increase in the number of staff reporting Bullying and Harassment; and no changes in responses received relating to Inclusion and Fair Treatment.

5.3 Members were reminded of the ongoing work and commitment SCTS had in place to assist in identifying and addressing DAW issues, with further action planned in collaboration with the Education and Learning Unit (ELU) through the introduction of the Leadership Programmes and review of the DAW mandatory e-learning.

5.4 The Committee discussed the paper and provided feedback on the high level of detail that was presented. Members commended the results and the volume of work that had been undertaken to raise awareness of DAW issues. Members looked forward to receiving future updates on developments, in particular on evaluation of how the wellbeing work and Leadership Programmes influence future responses.

6. People Systems Review – (SCTS/PC/Feb20/02)

6.1 Members received an update on the developments made on the People Systems Review, to develop and implement a new Payroll and Core HR System. Following discussions at the last meeting, a significant amount of work had taken place alongside Digital Service Unit (DSU) and Procurement colleagues to develop and finalise the tender process and reach the contract award stage.

6.2 The tender process had concluded and a service provider identified, the contract had recently been signed. The project team would proceed to the next stages of the phase 1 process, which included scoping; design; build and data conversations.

6.3 The Committee were content with the progress made on the People Systems Review and requested further updates on developments at a future meeting.

7. Leadership Programmes – Update (SCTS/PC/Feb20/03)

7.1 The Committee welcomed Richie Adams, Acting Director Education and Learning Unit who provided an update on developments relating to the creation and implementation of various Leadership Programmes across the SCTS estate, developed to provide staff with access to training which would enhance and elevate leadership development within SCTS.

7.2 An overview of the Leadership Development Programmes developed and delivered over the past 12 months was presented. The programmes included First Line Leadership (FLL); Executive Leadership Development Programme (ELDP); Leadership Now and for the Future (LNF); and a bespoke Tribunals Leadership Programme. Further programmes were currently under development which would be aimed at current leaders at both Higher Executive Officer (HEO) and Senior Executive Officer (SEO) grades providing access to information and learning to excel individual performance within current roles.

7.3 Members welcomed the detailed overview and viewed the changes made to the learning programmes as positive as they gave staff access to a variety of training opportunities across the estate which would enhance and develop leadership within SCTS. The current evaluation process in place used to measure the effectiveness of the programmes was discussed, including the different levels throughout the organisation. ELU agreed to review evaluation methods in place and report back at a future meeting.

8. HRU Structure – Update (Oral)

8.1 The Committee received an update on the current HR Unit Structure. Following a recent external recruitment exercise a new temporary Head of HR Operations had joined the HR Team in February. To allow for a period of settlement the HR Director would continue to undertake additional line management responsibilities in the interim.

8.2 Further recruitment was underway to recruit a new Strategic Business Partner for Reward and Recognition. An update would be provided at the next meeting.

9. Review/Discussion of Other Papers (SCTS/PC/Feb20/04-07)

9.1 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
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9.2 The content of these papers was noted and no matters of concern were raised. It was agreed that the HR Risk Register would be reviewed and updated for discussion at the next meeting

10. Any Other Business

10.1 The Committee were updated on the upcoming transfers of staff into SCTS from the Parking & Bus Lane Adjudicators and the 2020 Pay Award, would be discussed at the next meeting.

11. Date of the Next Meeting

11.1 The next meeting would be held on 13 May 2020.

Deep Dive Session – SCTS Staff Survey 2019

The Executive delivered a presentation providing detailed analysis on the high level results of the Staff Survey 2019. Members welcomed the results, acknowledging the SCTS Engagement Index of 66% showed a continued improvement and demonstrated that SCTS was one of the highest performers in Scotland.

Members were advised that changes in approach to management along with the introduction of Leadership Development and the Wellbeing Initiative were areas of focus for the coming year, which was hoped, would reflect positively in the Staff Survey 2020 results.

The Committee were presented with data providing a 3 year overview of, Staff Survey scores from 2017-2019 for operational business units. It was discussed and agreed that both the analysis of the 2019 responses and detailed 3 year overview required further consideration to identify key trends and gain further perspective of indicators the figures may present. This would be discussed in a follow up Deep Dive Session at the Committee's meeting in May.

ACTION: HR to update the 3 year overview data to include figures on Staff Survey scores from 2017-2019 for all Headquarter (HQ) Units.

ACTION: The Executive to circulate electronic versions of the Staff Survey 2019 analysis presentation and 3 year overview, of business units, in advance of the next meeting.

Scottish Courts and Tribunals Service
February 2020