

SCTS PEOPLE COMMITTEE

MEETING: Wednesday 11 November 2020. Via WebEx

Present:

Dr Kirsty Hood QC, Non-Executive Member, SCTS Board (Chair)
Anne Scott, Non-Executive Member, SCTS Board
Billy Harkness, Non-Executive Member
Sheriff Susan Craig, 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
Jackie Carter, Head of Digital Education & Learning, Education & Learning Unit, SCTS
Jillian Bain, Acting Head of HR & Organisational Development, SCTS
Janice O'Donnell, HR Business Change Manager, SCTS (Item 6)
Rosemarie Smith, PCS Union (SCTS Branch Chair)
Alastair Young, PCS Union (PCS Support)
Tara McNamara, Executive Support Officer, SCTS (Minutes)

Apologies:

Brian Carroll, PCS Union (SCTS Branch Secretary)

1. Declarations of Interest

1.1 There were no new declarations of interest from Members.

2. Welcome and Apologies

2.1 The Committee welcomed Jessica MacDonald, Director Education and Learning; Jillian Bain, Acting Head of HR & Organisation Development; and Alastair Young, PCS Support.

2.2 Due to the COVID-19 pandemic the meeting was held via video conference.

3. Minutes of the Meeting

3.1 The minutes of the meeting held on 12 August 2020 were approved.

4 Action Points and Matters Arising

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

4.2 The Chair highlighted discussion from the last meeting of the SCTS Board which had a bearing on matters relating to the People Committee.

5. COVID-19 Update (SCTS/PC/Nov20/21)

5.1 The Executive updated the Committee on the latest position concerning the impact of COVID-19 on the organisation and the proposals for development and recovery in both the short and longer term.

5.2 The Committee had received comprehensive overviews of the co-ordination and response arrangements put in place to manage the "lockdown" period and beyond that had

been prepared for the most recent meetings of the SCTS Board. Oversight of the response continued to be provided by the Strategic Incident Management (SIM) Team. This ensured that the situation was kept under review with key information shared and sound decisions made.

5.3 Members were advised that as SCTS continued to focus on making the most of the opportunities presented, the potential to explore significant longer term change, where it would add value to the organisation, would also be considered. The Committee welcomed the comprehensive paper and update provided and commended the ongoing response that SCTS continued to take during the ongoing COVID-19 pandemic.

6. Final Draft – Annual Report to the SCTS Board (SCTS/PC/Nov20/22)

6.1 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 23 November 2020.

6.2 Members highlighted the vacant position on the People Committee, for a Board Member, following Sheriff Anwar's elevation to Sheriff Principal South Strathclyde, Dumfries and Galloway. A newly appointed member of the Board would be assigned to committee in early 2021.

7. SCTS People Scorecard (SCTS/PC/Nov20/23)

7.1 The Committee scrutinised the annual People Scorecard for 2019-20 and detailed analysis report. The Scorecard for 2019-20 contained a wide range of data on the organisations staffing profile and related people metrics including overall staffing headcount, recruitment activity and absence levels.

7.2 The Executive provided an overview on the key strengths and challenges the report highlighted, acknowledging that an ageing workforce, increased mental health absence and strategic workforce planning including succession planning continued to be areas of key focus.

7.3 The Committee welcomed the report and discussed the broad range of analysis provided. Members suggested the inclusion of clear links between the analysis and the SCTS People Strategy 2018-2023. The Executive confirmed that activities detailed within the People Strategy address the areas highlighted within the People Scorecard analysis, specifically in terms of the recruitment and resourcing strategy and strategic workforce planning. Members were advised that with the COVID-19 pandemic the development of the SCTS operating model had become a priority which would be essential in order to identify the needs and priorities of the business moving forward.

8. Update on Implementation of People Strategy – review (SCTS/PC/Nov20/24)

8.1 Members received a joint progress report from Human Resources Unit (HRU) and Education Learning Unit (ELU), which highlighted the key successes made in the delivery of the People Strategy for the period September 2019 to September 2020. The Executive reported on the significant progress made, despite the challenges since March 2020, and the requirement to manage the impact of the COVID-19 pandemic, in supporting the business and identifying new ways of working.

8.2 The Executive confirmed that HRU and ELU would continue to work closely together to progress the People Strategy, noting that the HRU Business Plan 2020/21 had been shaped by commitments outlined in the People Strategy which would continue to be a focus for the business year 2021/22

9. HRU Structure Update

9.1 The Committee received an update on recent changes to the HRU structure. Members were advised that, following the departure of Nicola Anderson at the end of October, Jillian Bain would take on the role of acting Head of HR & Organisational Development. Claire Ugunlu, had returned to her previous role as Acting Head of HR Operations. Further consideration would be given to the HRU Structure and operating model recognising a key emphasis is on strategic HR management activities.

10. People Systems Update (SCTS/PC/Nov20/25)

10.1 Janice O'Donnell, HR Business Change Manager, provided an update on the SCTS People Systems Strategic Review and Upgrade (PSSRU).

10.2 Janice presented an overview on activities and progress made with the PSSRU and implementation of the new People System, iTrent. Due to the COVID-19 pandemic, it was noted that all work on the project had been carried out remotely since March, however despite additional challenges, the new People System iTrent was now launched on 9 November. Further plans to develop phase one of the project were discussed. It was noted that November salaries would be paid using the new system iTrent and development of the Data Warehouse were scheduled for completion late November 2020.

10.3 Members welcomed the update and overview provided. They acknowledged the difficulties and challenges the project team had encountered over the course of the year, and commended the volume of work which had been undertaken to date. Members requested further updates on the PSSRU at future meetings.

11. Review/Discussion of Other Papers (SCTS/PC/Nov20/26-29)

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

- HR Risk Register
- HR Measures for SCTS Board
- HR Project Tracker
- Employment Tribunals
- Employment Law

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

12. Any Other Business

12.1 The Executive advised members that the Staff Survey 2020 had recently concluded, with an excellent response rate for SCTS, given the current circumstances, of 66%. Four units, Human Resources; Education and Learning; Chief Executives Office and Digital Services Unit had achieved a 100% response rate. Initial results of the staff survey would be released in December 2020. The Committee would receive the results at their next meeting

Deep Dive Session – Future of Digital Education

13.1 Jackie Carter, Head of Digital Education and Learning, updated the Committee on the transformation of the digital learning landscape within SCTS.

13.2 Jackie presented a brief outline on plans for digital training going forward and acknowledged the hard work and commitment of the ELU Team, which had resulted in the creation of enhanced online and blended learning opportunities for all staff within SCTS to access. Furthermore, the team had also re-designed the ELU training and technical training programmes in order to deliver digital learning interventions. The changes, over the past 8

months due to the COVID-19 pandemic, had been delivered at a rapid pace, however the ELU team had fully adapted and were committed to the successful delivery of a new approach to learning and the delivery of training.

13.3 Members would receive electronic links to a Digital Learning Video presentation and ELU Prospectus following the meeting to allow them to review and provide feedback.

ACTION: Secretariat to share the Digital Learning presentation and ELU prospectus with members for feedback and comment.

13.4 The Committee welcomed the update and acknowledged the volume of work and commitment that the ELU Team had undertaken in order to quickly adapt and respond to the changing organisational requirements. This had ensured that the training provided continued to be delivered, meeting the needs of the staff and the organisation.

Scottish Courts and Tribunals Service
November 2020