

<b>Meeting</b>	People Committee
<b>Meeting date</b>	05 October 2022
<b>Meeting time</b>	14:00 – 16:00
<b>Meeting location</b>	SPPA Tweedbank; MS Teams (hybrid)

<b>In attendance</b>	Garry Cossar	Chair, Head of People, Strategy and Communications
	Elaine Cameron	Non-executive board member
	Mark Adderley	Non-executive board member
	Helen Shuttleworth	People Development Manager
	Debbie Trafford	People Transformation Lead
	Samantha Kellock	HR Manager
	Stuart MacArthur	Corporate Governance Manager
<b>Minute taker</b>	Marnie Davis Wood	Governance Delivery Lead

## 1. Welcome and apologies

1.1 The Chair welcomed the committee to the first meeting. The committee members introduced themselves to one another.

## 2. Declaration of interests

2.1 There were no changes to committee members' Register of Interests nor were there any declarations of interest in the business to be conducted.

## 3. Minutes of the previous meeting

3.1 There were no previous minutes to consider, given this was the committee's first meeting.

## 4. Terms of Reference

4.1 The committee considered the proposed terms of reference and agreed the following changes:

- Quorum to be one non-executive board member plus the chair
- A minimum of two meetings per year, but it is likely more will be needed and the TOR should reflect the ability to hold more meetings where needed
- The Planning and Performance Manager is not a core attendee
- Some typographical errors to be corrected.

4.2 The committee agreed that 'People Committee' would be a preferable name.

## 5. Workforce overview

5.1 The committee considered a paper providing an overview of current workforce issues in the Agency. It was noted that:

- A Capability and Capacity Review had been undertaken by Internal Audit in 2021 and progress against the recommendations and actions was tracking green.
- The workforce plan is in place; work is underway to mesh this together with a workforce skills matrix and complete a skills gap analysis.
- HR systems currently are unable to reflect the organisational structure; there is a lot of manual intervention required. Work is underway to address this.
- A leadership development programme is being developed and the roll-out will commence in Q3.

5.2 The committee expressed concern about the lack of access to accurate workforce data and noted that this should be prioritised as it is crucial to support the effective running of the organisation. This was considered a key risk. It was noted that in 2023 the HR system will be transferred to a new version of the software so it is vital that this work is complete by then.

5.3 The committee discussed

- The development needs of managers and the People Survey results relating to performance management
- Investors in People accreditation, which is currently on hold following a revision of the standards.

## 6. Performance overview

6.1 The committee considered the Agency performance indicators that relate to people issues. It was noted that there was now a stable performance monitoring rhythm. Executive Team would soon be convening for a session to review performance for the year and also consider the merit and appropriateness of the current set of KPIs.

6.2 The committee discussed:

- The indicator relating to Temporary Responsibility Supplements (TRS), noting there had been a recent reduction in staff on long-term TRSs
- The lack of data available to the Agency on diversity measures
- The possible leading indicators for engagement, for example sickness absence
- The need for the committee to view the metrics that sit underneath the strategic KPIs
- Annual leave balances remaining high across the Agency and efforts underway to reduce these
- The value of including benchmarks for performance information.

6.3 Other metrics the committee considered it would be useful to receive reports on included:

- A more appropriate measure for the workforce plan
- Vacancies and time taken to fill vacancies
- Diversity measures
- Leading indicators for engagement
- Completion of performance appraisals and monthly conversations.

**Action PC 1022.01** HR Manager to review the performance information pack that is provided to the committee and where possible include the measures as discussed at the October meeting.  
(Sam Kellock)  
Completion date: January 2023

## 7. Recruitment

7.1 The committee considered a report on recruitment, noting that:

- There is a lot of recruitment currently underway, giving an indication of the resourcing challenges across the Agency
- The Agency is likely to be able to continue to recruit through the remainder of this year as there is still budget available for these posts.

## **8. Engagement**

8.1 The committee considered the most recent Pulse Survey results, noting that the People Survey was currently underway. There had been an improvement against the nine key themes and it was anticipated that there may be a decline this year.

8.2 The committee discussed:

- Difficulties motivating colleagues to complete local action plans
- Structural and cultural reasons why it can be difficult to make and embed change.
- The need for a staged approach to improving engagement and developing a sense of ownership across the Agency.

## **9. Capability and Capacity Review**

9.1 The committee noted the Capability and Capacity Review Report as discussed at item 5 above.

## **10. Equality, Diversity and Inclusion**

10.1 The committee received a verbal report, noting:

- A calendar of events and focus days was underway to promote Equality, Diversity and Inclusion (EDI) issues
- A SharePoint site had been developed
- It was challenging to engage with colleagues given the current operational focus.

10.2 The committee discussed:  
The limitations of the EDI data available, and the hope that this would be addressed in the updated HR management system to be delivered in 2023

- The need and will to attract a wider demographic of staff to the Agency
- The high number of part time/alternative working patterns as a demonstrable measure of the Agency supporting diverse needs of staff
- A focus needed on neurodiversity and the efforts of the HR team in trying to source training for managers on neurodiversity in the workplace.

## **11. Any other business**

11.1 The committee discussed the format of the meeting and agreed that:

- Each meeting agenda should include one key issue for discussion at the beginning of the meeting, eg. neurodiversity in the workplace; leadership development
- Meetings should take place at least one month before the Management Advisory Board, to allow for consideration of different issues and reporting to the board.

**Action PC 1022.02** Corporate Governance Team to conduct a more, better, different, less exercise to review the effectiveness of the committee's first meeting and inform planning of future meetings. (Marnie Davis Wood)  
Completion date: 31 October 2022

## **12. Date of next meeting**

12.1 The committee will next meet in Q4, early 2023 (date TBC).

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