

Meeting	People Committee
Meeting date	07 March 2023
Meeting time	10:00-13:00
Meeting location	SPPA Tweedbank; MS Teams (hybrid)

In attendance	Garry Cossar	Chair, Head of People, Strategy and Communications
	Jane Malcolm	Non-executive board member
	Mark Adderley	Non-executive board member
	Helen Shuttleworth	People Development Manager
	Samantha Kellock	HR Manager
	Stuart MacArthur	Corporate Governance Manager
Minute taker	Clare Moffat	Governance Delivery Lead

1. Welcome and apologies

1.1 The Chair welcomed the committee to its second meeting and highlighted preference to have some meetings on site in future.

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 The committee **agreed** that the minutes of the previous meeting were a true and correct record.

4. People Survey and engagement

4.1 The Chair summarised the People Survey results and engagement to date and the committee discussed:

- key themes identified from survey results
- benchmarks for meaningful % changes; 3 is significant, 5 is very significant for surveys of this size and highlighted 7% improvement in Finance score
- usefulness of year on year comparisons
- staff confidence levels in corporate action plan and local action plans.

Action PC 0323.01 SPPA to provide executive summary with year on year People Survey analysis. (Garry Cossar)
Target completion date: August 2023

4.2 The committee agreed that there was a need for a clear, documented action plan:

- to address changes needed - particularly in Operations area and around Leadership & Change
- endorsed and role modelled by ET
- regular progress reports on plan should be discussed at future committee meetings and have visibility at MAB.

4.3 The committee highlighted:

- concerns with responses around mental health and the level of support SPPA could provide staff

- positive variation on bullying and harassment was welcomed
- limitations for actions around pay, benefits and rewards although local actions for staff experiencing financial difficulties could possibly include signposting, recycling points for school clothing and support from food bank.

Action PC 0323.02 SPPA to deliver an action plan to address key themes of the People Survey with clear owners with accountability for actions.

(Garry Cossar)

Target completion date: August 2023

5. Building capability across the Agency

- 5.1 The committee considered a paper providing the background and plans to develop a Customer Service skills matrix which outlined:
- benefits of this work, challenges faced, desired outputs and progress to date
 - an example skills matrix for Payroll Admin team
 - next steps.
- 5.2 The committee expressed concern over the major risks identified by the work to date and highlighted these should be reflected in strategic risk register with action plans drawn up to address the critical issues as soon as possible. It was suggested the timeline for the broader work might be up to three years.
- 5.3 The committee discussed:
- the risk of complicating the action to be taken to address the critical issues
 - clarifying capability risks already on register to clearly reflect the current situation and the future risks (i.e. 2015 Remedy).

Action PC 0323.03 People Development Manager to discuss with Risk & Assurance Manager to populate risk registers to reflect current Operations skills versus required skills/future skills requirements, with priority focus on Remedy.

(Helen Shuttleworth)

Target completion date: August 2023

6. Industrial action

- 6.1 The committee considered a paper outlining the impact of the industrial action on 1 February 2023 and noted further proposed industrial action on 15 March 2023.
- 6.2 The committee noted:
- loss of 62 working days due to action – concern raised that this impact on business delivery was viewed as 'minimal'
 - no critical function significantly impacted or team stood down
 - no changes noted in customer behaviour
 - challenges faced to gather data and record staff absence on Flexi system.

7. Recruitment and resourcing

- 7.1 The committee received a verbal update which provided additional information to supplement the recruitment overview included in the HR MI pack:
- appointment of Chief Operating Officer (COO) now complete and in post from 6 March 2023

- final Customer Service Manager (CSM) now in post and Finance recruitment progressing
- current on-boarding of 40 administrators, initially within BAU administration, moving on to Remedy rectification at a later date.
- added detail provided in HR MI pack, per PC 1022.01, around Agency workers and TRS breakdown.

7.2 The committee discussed:

- the financial challenges affecting recruitment and the lower risk posed from 3-year fixed term contracts on overall headcount, with potential to recruit into permanent roles if future vacancies become available
- TRS roles providing opportunities to develop skills in readiness for future promotions
- sick/absence patterns and actions taken to promote early interventions via effective conversations
- inconsistency of IYR markings
- consider future discussion on inclusion of IYR markings for Executive Team.

7.3 It was agreed that performance and the wider MI pack should be discussed regularly by the committee.

Action PC 0323.04 Corporate Governance to schedule recurring agenda item to discuss performance and HR MI (Marnie Davis Wood)
Target completion date: August 2023

8. Discussion topic – Leadership Development Programme

8.1 The committee discussed the paper provided and suggested momentum could be maintained by:

- regular focus on leadership behaviours during leadership forums to embed programme learning and possibly discuss case studies (e.g. consistency of performance markings and sick /absence management)
- regular discussion to influence behaviours, practical coaching/mentoring and increase ownership and accountability
- clear objectives with tangible measures.

8.2 The committee discussed appropriate forums might include monthly leadership groups with focused levels 1/2/3 per programme, expectation to attend and clear discussion topics (not to discuss work priorities).

8.3 The committee proposed tangible outputs might include:

- self-evaluation
- 360 feedback – one before programme, one after, then ongoing basis.
- Improved scoring/positive responses in People Survey, Investors in People feedback (f available) and consistency in IYR markings.

8.4 The committee acknowledged a change in culture would take time and suggested the topic be scheduled for update in 6 months+ to enable reporting and reflections on activity completed.

9. Any other business

9.1 The committee discussed the timing and regularity of meetings – to meet 3 times during 2023 aligned with the business schedule of topics for discussions (e.g. People Survey, Pulse Survey, objective-setting).

10. Committee effectiveness

- 10.1 The Committee reflected on the extent to which it had performed its role successfully at this meeting, and it was noted:
- Papers and conversations were comprehensive and useful
 - Equality, diversity and inclusion had not been discussed
- 10.2 The committee noted the people skills paper (PC 2/23) stated that an equality impact assessment (EIA) was not required however the committee encouraged EIA be actioned to find out what action was required. This should be scheduled as an agenda item for discussion at the next meeting on 15 August 2023.

Action PC 0323.05 Corporate Governance to schedule equality, diversity and inclusion discussion at the next meeting.
 (Marnie Davis Wood)
 Target completion date: August 2023

Action PC 0323.06 People Development Manager to undertake EIA around skills matrix work to find out what action is best to be taken.
 (Helen Shuttleworth)
 Target completion date: August 2023

11. Date of next meeting

- 11.1 The committee will next meet on 15 August 2023.

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