

Meeting	People Committee
Meeting date	05 March 2024
Meeting time	10:00-13:00
Meeting location	MS Teams (hybrid)

In attendance	Debbie Trafford	Chair, Head of People
	Jane Malcolm	Non-executive board member
	Mark Adderley	Non-executive board member
	Helen Shuttleworth	People Development Manager
	Samantha Kellock	HR Manager
	Clare Moffat (until 11am)	Corporate Governance Manager
Minute Taker	Marnie Davis Wood	Governance Delivery Lead

1. Welcome and apologies

1.1 The Chair welcomed the committee, noting that there were no apologies received.

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. Actions

4.1 The committee reviewed the action tracker. The following actions were approved for closure:

- 1223.01 - Narrative accompanying HRMI data
- 1223.03 – Approach to consistency in end of year Performance Review markings
- 1223.04 – Leadership Development programme
- 1223.05 – Oracle Fusion implementation
- 1223.06 – Equality, Diversity and Inclusion discussion
- 1223.07 – Office of National Statistics data on workforce EDI

4.2 Updates on the remaining open actions were noted:

1223.02 – to be considered in the context of future discussions at this committee. Nb. typo in action to be corrected – from 'date' to 'data'.

Action 0324.01

Include the following discussions at future meetings: possible correlation of high TRS numbers and stress absence in B3/C1 grades; Oracle Fusion implementation (standing item); Leadership Development (standing item).

Deadline: March 2025
Owner: Clare Moffat

5. People Development Update

5.1 Helen Shuttleworth provided an update on the People Development work programme, covering the technical training framework and development cycle; leadership development and return on investment measures. It was noted that

- Technical training delivery is a current significant need, prioritising single points of failure in the development of team training plans
- The capability matrix development has been delayed due to staff changes

5.2 The committee discussed:

- Prioritisation of the urgent technical training needs and delivery over developing a comprehensive solution to the ongoing issue of capability building and technical training
- Concern over a lack of technical training capacity in the operational teams
- The need to develop processes that ensure time is protected for staff to complete technical training even when operational needs are high.

6. HR Work Programme Update (including management information)

6.1 Sam Kellock updated the committee on the current HR priorities and progress, noting:

- 1 October implementation date for Oracle Fusion – there had been successful negotiations with Scottish Government programme team in relation to access rights
- Completion of professions mapping exercise for all positions in the SPPA
- Workforce planning and the positive impact of a new Capacity Planner in Operations, with a focus on workforce size, shape and skills as the pillars of the planning activities
- Implementation of the 35 hour working week and impacts on productivity
- A small increase in annual working days lost
- High annual leave balances and the need to manage this closely when the 35 hour week arrives.

6.2 The committee discussed:

- The need to present the professions framework data with the caveats that explain the skewed data such as the high number of HR positions
- The cross-government approach to the 35 hour working week and how SPPA might learn from other organisations where this has been implemented and other service-delivery organisations
- Balancing productivity, leave balances and staff work pattern needs in implementing the 35 hour working week
- The need to closely manage annual leave requests to ensure the balance is reduced, including rejecting annual leave requests where necessary to plan across teams
- The challenges managers are facing encouraging colleagues into the office.

7. People Development Discussion

7.1 Helen Shuttleworth introduced a discussion about prioritising learning in the context of Scottish Government Professions and Job Families, with a limited budget in 2024/25.

7.2 The committee discussed:

- Approaching learning with a risk lens to identify non-negotiable training areas
- Identifying cohorts and development goals through a learning and development strategy
- Ensuring variety in the offer
- Attracting locally-based young people to the Civil Service and the SPPA
- Using Modern and Graduate Apprenticeship programmes strategically to address problems
- The need for a simple approach to evaluating the return on investment in learning and development by asking 'what was the objective for this training and was it achieved'

8. Workforce Discussion item: how do we maximise the behaviours and practices that improve productivity?

- 8.1 Sam Kellock introduced this discussion item, noting the context of the shorter working week, organisational change and continuing demands from projects.
- 8.2 The committee discussed:
 - Research indicating that wellbeing is critical to productivity; removing ‘waste’, for example unnecessary meetings/tasks; and maintaining ‘casual time’ which is important for motivation and engagement.
 - Autonomy, mastery and purpose as a framework for driving performance
 - Usefulness of Lean Six Sigma approach to remove unproductive time such as unnecessary meetings and the need for executives to set the example in cutting out wasteful time

Action PC 0324.02
 Management Advisory Board to discuss ‘building a workforce fit for productivity’ in the current context of organisational change, limited resources and a reduction to a 35 hour working week.

Deadline: 18 September 2024
 Owner: Debbie Trafford/Clare Moffat

9. Discussion item: Equality, Diversity & Inclusion – defining the right objectives

- 9.1 Debbie Trafford introduced a discussion item, presenting proposed areas of focus for developing objectives. The committee discussed:
 - The duty to promote and mainstream ED&I work across the organisation and fulfil the Public Sector Equality Duty and ensure all business areas are working in compliance – not just the HR teams
 - Retaining focus on equality and diversity, not just building an inclusive workplace
 - Possible reasons for a reduction in the declaration rate for diversity information and work underway to encourage colleagues to declare their information
 - A focus at executive level on building ownership of ED&I issues and initiatives and framing risks around these issues at this level.

Action PC 0324.03
 Debbie Trafford to report to the committee on the Executive Team work on ED&I at the next meeting.

Deadline: 18 September 2024
 Owner: Debbie Trafford

10. Any Other Business

- 10.1 There were no other points raised for discussion.

11. Date of next meeting

- 11.1 The committee will next meet on 18 September 2024.

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