

Valuing Everyone's Contribution – we respect and value each individual



Our Team – we have the right people, in the right place, at the right time



Learning – we learn in all we do, to perform in the present and prepare for the future



Realising Potential – we develop our people, as they develop the organisation

Scottish Courts
and Tribunals Service



People Strategy – 2018-2023

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1. Executive Summary – Our Vision for our People

An efficient and effective courts and tribunals system is one of the cornerstones of modern society. It allows people to assert their rights if they have been infringed; to be reassured that allegations of crime will be pursued fairly and openly; and to seek the support of the system at key points throughout their lives should the need arise. People rely on a high-quality system – and the system relies on high-quality people.

The Scottish Courts and Tribunals Service employs over 1,700 staff across the length and breadth of Scotland. Their formal role is to administer Scotland's courts, devolved tribunals and the Office of the Public Guardian (OPG) – but their purpose is supporting justice. Our people understand that, when others use our services, it can be at significant, stressful or challenging points in their lives. That is why they place customer service first – seeking to reassure, explain and support each person. It is also why, as an organisation, we continually focus on improvement of our services, facilities and systems. Both our front-line service and that reform agenda depend entirely on the skills, abilities and approach of our people. By supporting them we build the basis for success.

The importance of supporting our people is recognised in Strategic Priority 3 of our Corporate Plan, “Skilled and Motivated People”. It highlights our commitment to maintaining a skilled and motivated workforce, supporting Scotland's judiciary and providing excellent customer service across the tribunals, courts and OPG.

This strategy sets out how we will deliver that vision over the coming years in more detail:

- Describing our **current workforce** – by number, location, skills and successes – explaining what make SCTS a great place to work;
- Looking at the **changing world of work** – what will change in both the justice system and society more generally over the coming years? What does that mean for the organisation and all those who are a part of it?
- Outlining our **key people themes** – the areas and activities we will focus on to maintain and develop our people, ensuring SCTS remains fit for the future.

Our people are working to deliver the most significant changes to Scotland's justice system in over a century. Our continuing success depends on their skills, commitment, professionalism and enthusiasm. We have a strong track record of managing our business, delivering change and supporting our people to be successful. If we are to maintain that performance we must continue investing in their future, giving them the opportunity to develop their skills and to build careers in an open, positive and collaborative working environment. Our vision for our people is to ensure that the SCTS is a great place to work, learn and develop.

Section 5 of this strategy sets out the **four key themes** we will focus on to achieve that vision, the **key activities** we will take forward to deliver on each theme and the **criteria** we will use to make sure progress is being made. Section 6 sets out how the strategy as a whole will be kept under review and developed periodically to ensure it remains relevant and up to date.

A summary of the key themes and activities set out in this strategy is provided overleaf.

Skilled and Motivated – Our People of the Future – Key people themes

Valuing Everyone's Contribution – *“We respect and value each individual – hearing their voice as part of their local team and the wider SCTS team.”*

To achieve this theme we will:

- adopt a new approach to performance review, focusing on coaching, support and development – to ensure everyone can give their best.
- review the appropriate level of choice our people have in terms of their work patterns and flexibility.
- review our reward framework – including our pay structure and benefits package – to ensure we can attract, develop and retain a high-quality workforce.
- continue to raise awareness about wellbeing and manage the pressures of work – creating a supportive environment where we all look after each other.

Our Team – *“We have the right people, in the right place, at the right time with the skills and behaviours to succeed.”*

To achieve this theme we will:

- develop flexible workforce planning processes and tools so we continue to deliver a high-quality service, balancing skills and supply with priorities and demand.
- produce a new Recruitment and Resourcing Strategy that clearly communicates our employer brand, values and behaviours – so we attract, develop and retain the right people, including modern apprentices, secondments, and a variety of work patterns.
- develop a flexible and modern e-recruitment system, together with supporting processes and policies, so recruitment is a positive and straightforward experience for both managers and applicants.

Learning – *“We learn in all we do, to perform in the present and prepare for the future.”*

To achieve this theme we will:

- produce a new Learning and Development Strategy, aligning the skills we develop with our corporate goals and embracing technology as part of the learning process.
- continue to provide a broad range of learning and development opportunities, recognising our people have different learning styles and offering choices for all.
- keep learning about how best to learn – by reviewing the skills and knowledge of our people against our broader needs and best practice – so we continue to thrive.

Realising Potential – *“We develop our people, as they develop the organisation.”*

To achieve this theme we will:

- help our people to define their own career journey, so they can manage their aspirations in a way that best aligns their goals with ours.
- recognise and nurture talent to support effective succession planning and build our next generation of leaders.
- support and develop our current leaders, at every level, by providing a range of opportunities designed to enhance management and leadership skills.

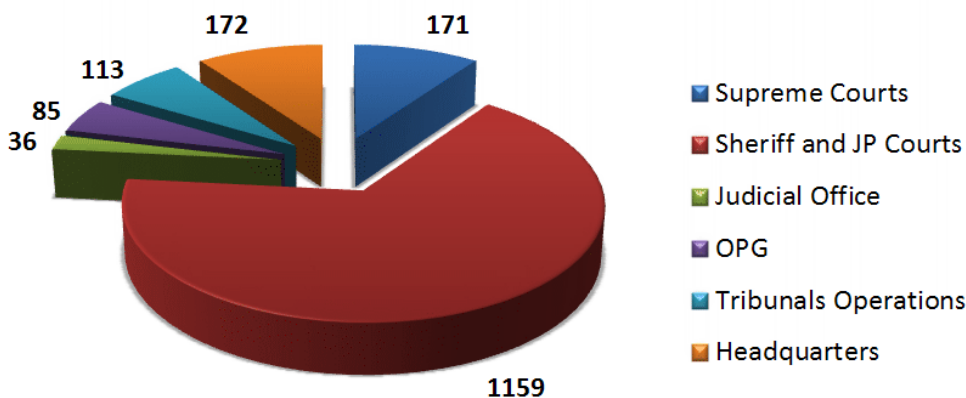
3. Our People – Key Facts

We currently employ 1736 people across the six key business areas noted in the chart below. The largest number of staff work in the six sheriffdoms (Grampian, Highlands and Islands; Tayside, Central and Fife; Lothian and Borders; Glasgow and Strathkelvin; North Strathclyde and South Strathclyde, Dumfries and Galloway). Within our Headquarters function we employ a range of administrative, specialist and technical staff in several different functions including the Chief Executive's Office; Development and Innovation; Information Technology; Human Resources; Property Services and Finance and Procurement.



Court officers and clerks of court in Glasgow Sheriff & Justice of the Peace Court – working together in Europe's largest court to deliver the highest customer standards

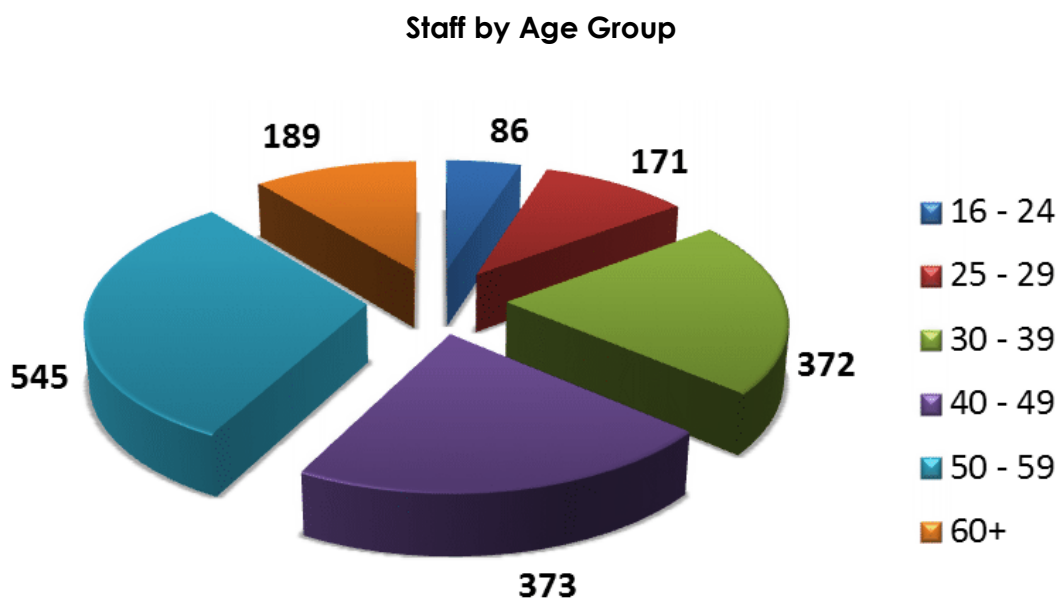
Headcount by Area of Business



Our people are fully committed to ensuring that all members of the public receive an equal and fair service. They act as “public servants” in the truest sense of the phrase, delivering a front line service, supporting vulnerable and diverse customers who often find themselves in a difficult, unfamiliar or anxious situation as they experience the court or tribunal environment. By combining skill and specialism with compassion and understanding we are able to offer a first-class service to both the judiciary and service users – a fact borne out in recent user satisfaction surveys.

The skillset of our people crosses a vast range of administrative, technical, managerial and specialist areas across all of our public facing and corporate services. Over recent years we have achieved a vast programme of change including a successful merger of the courts and devolved tribunals; implementation of the civil court reform programme including the creation of the Sheriff Appeal Court and the all Scotland Personal Injury Court; the introduction of a new judicial tier in the form of summary sheriffs and supporting the establishment of the first-tier and upper Scottish Tribunals.

These changes have allowed us to strengthen and improve our customer service and to deliver services in new ways. Our people have been trusted to lead proposals for system-wide change such as the civil court reform programme and the ongoing development of transformational proposals for the criminal justice system through the work of the Evidence and Procedure Review. These have the potential to significantly improve the experience for child and vulnerable witnesses giving evidence in court in the short term, whilst proposing more fundamental re-design of summary criminal justice in the longer term. Changes such as these will have an impact on how we and our partners across the justice system do our work in future – it is a testament to those currently working in the organisation that they are trusted to lead such change.



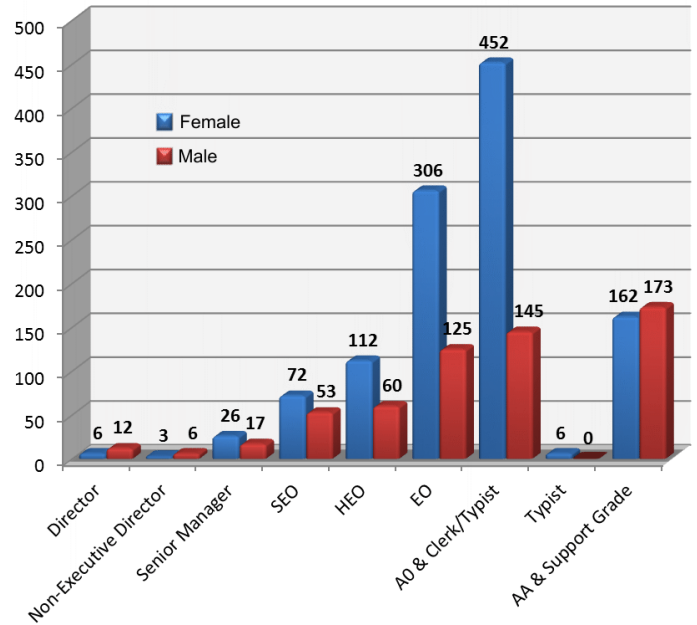
Currently 42% of our workforce is aged over 50 and 15% of our workforce is aged under 30. We are entering a period where, for the first time, our workforce consists of five different generations – including those born before 1946 and people born after 1997. We welcome the diversity and opportunities this brings.

As an organisation SCTS promotes collaboration and celebrates the successes of a diverse workforce. We encourage and support personal growth and work/life balance. We embrace the different skills and perspectives of our people and we want them to have appropriate control and autonomy over their work. We aim to provide opportunities for leadership development at all levels and provide learning and development opportunities in a variety of ways to accommodate different learning styles. As made clear in this strategy we will develop an approach to our Recruitment and Resourcing Strategy which focuses on attracting, recruiting and retaining people with the right skills, including Modern Apprentices and older workers.

We will continue to be an Age Positive employer as we know first hand the benefits that experience can bring and the importance of creating a work environment that reflects the society we live in. We know our workforce will continue to age as people work into their late 60s and beyond.

Headcount by Gender

66% per cent of our workforce is female. The “female millennial” (those born between 1980 and 2000) make up a significant proportion of the workforce and will form part of the bedrock of our future potential. This is a trend that is being experienced more generally with this grouping set to form approximately 25% of the global workforce by 2020. We are committed to providing a level playing field so everyone’s potential can be recognised and everyone is supported to be their best. We achieve this by having the right policies and structures in place to support a diverse and integrated workforce as we value the benefits diversity brings.



As an organisation our aim is to mainstream equality within the organisation for all nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and our key commitment is that we promote a positive attitude to all equality matters, eliminating harassment, victimisation and discrimination within the workplace, in relationships with our justice partners and in our service provision to current users.

More detailed statistics and metrics on our workforce can be found in the SCTS Annual People Scorecard and scorecard analysis reports – available on the SCTS [reports and data](#) web page.



As we consider the challenges facing us as an organisation and the changing world of work more generally we start from a strong place in terms of our people and the support they bring. Our [Civil Service People Survey 2017](#) Engagement Index is 63% - the joint highest score for Scottish Civil Service organisations. Our 2017 successful Customer Service Excellence Assessment recognised that our people:

- provide a well-respected and consistently high quality service;
- are hard working and knowledgeable;
- have a strong focus on customer care;
- demonstrate commitment and genuinely caring attitudes that are appreciated by customers and partners.

The 2017 [Court Users' Satisfaction Survey](#) provided excellent results and a rise from previous highest satisfaction levels. 92% of court users declared overall satisfaction. 97% of respondents said they found our staff polite and 96% found them to be helpful. This again indicates the commitment and excellent customer service our people continue to deliver.

In 2017 we received the Living Wage Employer accreditation, ensuring that all those working for us, directly or through contracts, will be in receipt of the Scottish Living Wage. Over the past three years we have been proud winners of the 'Best for Carers and Eldercare award' at the Scottish Top Employers for Working Families Awards. We are also an 'Established' Carer Positive employer in Scotland, which recognises how we support carers at work in addition to our many well established family friendly policies and support groups such as our Carers Advisory Group.

We have also introduced a range of flexible work patterns and made good use of secondment opportunities that help our people to gain different skills, knowledge and experience to develop a more flexible and adaptive workforce. We are committed to wellbeing and providing a safe and healthy working environment. Our wellbeing initiative continues to raise awareness – particularly about mental ill health – and incorporates a number of specific activities to support all our people.

We have made significant progress in using technology and we have launched “pod” (personal online development) allowing our people to self-manage their learning and access resources that are aligned to their career and personal development goals. We have also launched “HR Connect” a web portal that provides our people with a variety of self-service approaches to access core HR transactions.

As we continue to develop and deliver we will build on our successes – enabling our people to work in new ways, embracing opportunities for using technology and providing our people with systems and policies that enhance both the service we deliver and their working lives.



4. Our Environment - The Changing World of Work



In developing the themes and activities that form the core of this strategy (set out in section 5) we have carried out a review of the trends, challenges and opportunities currently faced by employers generally, by employers in the Scottish public sector and by the organisations making up the partners in Scotland's justice system. A lengthy report on the findings of that work is not provided here, but some key elements of the changing world of our work are listed in order to set those key themes and activities in context.

Digital innovation is fundamentally changing the way we work, where we work, how we organise our work, the products we use and how we communicate. Changes to the way we deliver our business allow us to rationalise, innovate and utilise electronic delivery. Our customers are willing to interact with us in new ways – and will expect the opportunities afforded by digital innovation to lead us to change the way in which we deliver services – improving accessibility, efficiency and choice.

As an organisation we have already made the process of taking civil actions to court more straightforward in cases valued at under £5000 through the introduction of the new simple procedure. We are also rolling-out a new case management system that will facilitate online case submission in future. It is crucial that we both support our staff to be able to provide a continually improving service through such changes – recognising that new skills may be required, high-quality training and support must be available and that, as always, some of the best ideas for change may come from those working at the front line.

Technology also affords us the opportunity to improve the diversity and flexibility of our workforce. Improved corporate systems can support more flexible and efficient ways of working. To realise such change requires not only good systems but also good leaders and managers to ensure that change is well managed and adds value.

The need for increased digital literacy generally, coupled with specialist service delivery and support within corporate functions, must inform our recruitment and development agendas over the coming years. Improvements to succession planning and skills matching regimes will be required to ensure we can move at the pace of the change.

Demographic changes will also have a considerable influence on our development priorities. As mentioned before, by 2020 "millennials" will constitute 50 percent of the available workforce. We also need to recognise that "baby boomers" are working longer. The need to manage a diversity of generations across the workforce becomes increasingly important. This creates both opportunities and challenges as the breadth of skills, experience, learning styles and attitudes to careers vary. As a proportion of society look to manage "portfolio careers" (combining more than one job at a time and/or moving between a range of roles throughout their career) we need to continue to nurture and develop our people, creating interesting and purposeful work, and build an environment with career flexibility.

The “job for life” as a concept has diminished – millennials will look for variety and the opportunity to develop a portfolio of skills and experience. We need to develop more flexible ways of working and learning to respond to this demand – as doing so will allow us to retain talented people. Workforce expectations change and people are now more used to choice in every aspect of their lives. We need to help people shape their own careers by recognising and developing potential, recognising that one size does not fit all – in terms of learning, reward, engagement, work patterns and working environment.

The potential for further significant **legislative and policy change** remains high over future years. We are already planning for the transfer of the reserved tribunals within the next few years. The impact of Brexit is not fully known at this stage but we will need to take into account any financial and constitutional changes to our work and use these where possible to improve the support we provide to courts, tribunals and OPG. The **number and type of cases** entering Scotland’s courts and tribunals can change from year to year. Recent years have seen a significant increase in domestic abuse and sexual offending cases proceeding to trial. We need to retain the flexibility to be able to “scale-up” or “scale-down” work in particular jurisdictions or areas to ensure that the quality and efficiency of justice remains consistent in spite of these fluctuations. We also need to ensure, as an employer, that our people are properly supported in managing what can be stressful and traumatic business, over prolonged periods of time.

Continuing **financial restraint** appears likely in the short to medium term. As an employer this makes it even more important that our overall “employee offer” is viewed as attractive. It may not be possible for us to offer the highest rates of pay for some roles – particularly specialist and corporate roles where we are in competition with the general market and there may be a deficit in supply. Financial pressures will continue to challenge us to find the most efficient ways in which to deliver our services.

These key elements of change have informed the themes and activities that follow in the next section. Whilst the changing world of work poses some challenges for SCTS there are many more opportunities for us to work in new and different ways; to make our organisation a great place to work for people of all backgrounds, ages and abilities and to build our reputation as an employer of choice in the Scottish public sector and beyond.

5. Skilled and Motivated – Our People of the Future

Building on our analysis of the SCTS and its people; our strengths and assets; and the challenges and opportunities we face we have identified four key themes that this strategy will focus on to achieve our vision:

Valuing Everyone's Contribution

We respect and value each individual – hearing their voice as part of their local team and the wider SCTS team.

Our people are at the heart of our organisation and we make sure they are valued, respected and rewarded appropriately. We engage with our people, giving everyone the opportunity to make their contribution by having a voice and a stake in shaping our future success.

Our Team

We have the right people, in the right place, at the right time with the skills and behaviours to succeed.

We will attract, recruit and retain the right people with the right skills at the right time. We will make the best use of technology to develop a flexible recruitment and resourcing system, policy and processes that ensure we have the right people to deliver our current and future business.

Learning

We learn in all we do, to perform in the present and prepare for the future.

We will develop as a new learning organisation – meaning we focus on supporting the learning of all our people and enabling everyone to grow. We will broaden our people's horizons, enhance their learning perspectives and support them to thrive in a climate of change. We will provide a nurturing environment, providing new opportunities for learning and development and the tools and resources for everyone to learn effectively.

Realising Potential

We develop our people, as they develop the organisation.

We will support our people to be the best they can be in their current and future roles. We will develop a fair and open process for recognising current and future potential across the organisation that supports everyone to flourish.

Under each of these themes we detail the key activities that will be taken forward to achieve our goal and the measures we will use to assess whether we are succeeding as delivery and development of the strategy takes place.

i. Valuing Everyone's Contribution

We respect and value each individual – hearing their voice as part of their local team and the wider SCTS team.

Our people are at the heart of our organisation and we make sure they are valued, respected and rewarded appropriately. We engage with our people, giving everyone the opportunity to make their contribution by having a voice and a stake in shaping our future success.

Main Activities

1.1 We will adopt a new approach to performance review, building a culture of continuous dialogue and appraisal for individuals and teams. Our approach will continue to focus on coaching, support and development – supporting everyone to give their best, bring our values to life and be recognised for their contribution.

1.2 We will review the appropriate level of choice our people have available to them in terms of work patterns and flexibility, balancing the diverse individual needs of our people with organisational needs.

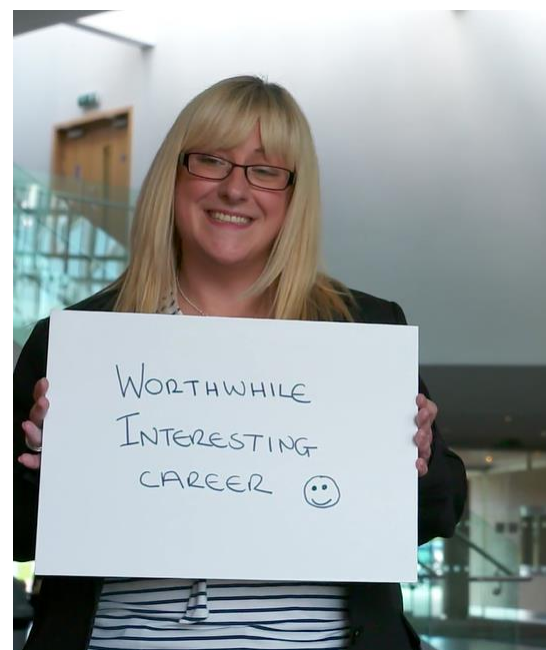
1.3 We will review our current reward framework maximising the available finances – this will include:

- Reviewing our pay structure and benefits package to reward our people appropriately – to ensure we can attract, develop and retain our workforce.
- Ensuring roles are well designed as a consequence of the changes to how we deliver our business in the future and taking into account the need for flexibility for our people and for our customers.

1.4 We will continue to raise awareness about wellbeing and manage the pressures of work so our people have appropriate control and autonomy of their work within supportive work environments where everyone looks out for each other.

Key Measures of Success

- Our new performance management process involves regular conversations that provide useful and motivational feedback and support everyone to be their best.
- Our Civil Service Staff Survey overall Engagement Rates have increased.
- Our Civil Service Staff Survey response levels improve in relation to the questions:
 - I feel valued for the work I do;
 - I have one-to-one discussions with my manager on a monthly basis that help with my personal development;
 - I am satisfied with the total benefits package; and
 - I have a choice in deciding how I do my work.
- Wellbeing is threaded into everything we do including discussions at monthly conversations, local team meetings and corporate governance.



ii. Our Team

We have the right people, in the right place, at the right time with the skills and behaviours to succeed.

We will attract, recruit and retain the right people with the right skills at the right time. We will make the best use of technology to develop a flexible recruitment and resourcing system, policy and processes that ensure we have the right people to deliver our current and future business.

Main Activities

2.1 We will develop flexible workforce planning processes and tools so we can adapt to changes and deliver our business, now and in the future. Our workforce planning we will take into account:

- The future supply of people internally and externally;
- Our demand for people, including considerations such as how many people we are going to need, where we are going to need them and the skills and capabilities we need now and in the future; and
- The corporate priorities of SCTS, financial planning and other key people management activities including job design, learning and development, succession planning and reward.

2.2 We will produce a Recruitment and Resourcing Strategy and this will include:

- Communicating our employer brand to promote our corporate values and behaviours – so we attract, develop and retain the right people to enable SCTS to be an employer of choice;
- Our approach to advertising, screening applications, selection methods, on-boarding and induction;
- Identifying various ways of enhancing flexible working such as different types of appointments, including modern apprenticeships, secondments, short-term appointments, remote and part-time working.

2.3 We will develop a flexible and modern e-recruitment system, together with supporting processes and policies, so recruitment is a positive and straightforward experience for both recruiting managers and applicants.

Key Measures of Success

- We have reliable workforce planning processes that allow us to identify and fill our vacancies at the right time, with the right people, with the right skills
- Annual analysis of our people scorecard and reporting data will assess whether we are meeting optimal ranges for
 - Applications by grade and area;
 - Average recruitment length;
 - Average recruitment cost;
 - Ability to fill vacancies.
- Our Recruitment and Resourcing Strategy is aligned to business needs and sets out different options for attracting, selecting and retaining our people to a variety of different types of appointment.
- We have streamlined recruitment processes and our recruitment system has reduced the recruitment journey time by at least seven days and delivers positive recruitment experiences for everyone.
- We have reduced the amount of queries raised by Recruiting Managers by 50% over the next five years.



iii. Learning

We learn in all we do, to perform in the present and prepare for the future.

We will develop as a new learning organisation – meaning we focus on supporting the learning of all our people and enabling everyone to grow. We will broaden our people’s horizons, enhance their learning perspectives and support them to thrive in a climate of change. We will provide a nurturing environment, providing new opportunities for learning and development and the tools and resources for everyone to learn effectively.

Main Activities

- 3.1 We will produce a new Learning and Development Strategy to ensure learning and development continues to be aligned to our corporate goals and embraces new technology as part of the learning experience.
- 3.2 We will provide a broad range of learning and development opportunities, create different spaces for learning and deliver training in different ways, recognising our people have different styles of learning so we offer everyone choices about how they learn.
- 3.3 We will keep learning about how best to learn – by periodically reviewing the skills, competencies and knowledge of our people; comparing these with the changing nature of our work and delivering best practice learning approaches so that the organisation continues to thrive.
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Key Measures of Success

- Our Learning and Development Strategy sets out the key learning and development opportunities, activities and delivery modes that have established SCTS as a new learning organisation.
- Our Civil Service Staff Survey Learning and Development response levels improve in relation to the questions:
 - I am able to access the right learning and development opportunities when I need to;
 - Learning and development activities I have completed in the past 12 months have helped to improve my performance;
 - My manager supports me to make time for learning and development.
- We have a consistent process in place across our organisation that allows us to review the skills, competencies and attributes of our people at regular intervals.
- Learning and development colleagues demonstrate active continuous professional development.
- Continuous professional development is considered to be business as usual throughout our organisation.
- Our project governance includes the identification of learning interventions as key to change initiative and corporate projects.



iv. Realising Potential

We develop our people, as they develop the organisation.

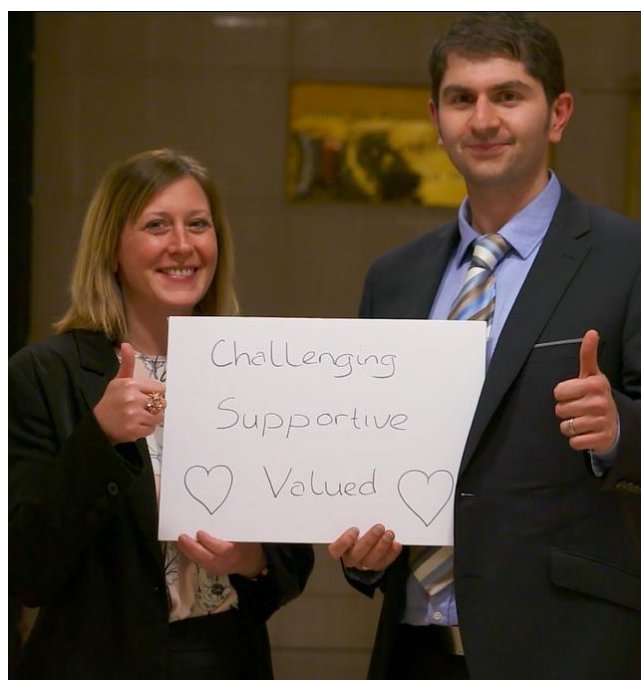
We will support our people to be the best they can be in their current and future roles. We will develop a fair and open process for recognising current and future potential across the organisation that supports everyone to flourish.

Main Activities

- 4.1 We will help our people to define their own career journey, so they can manage their aspirations in a way that best aligns their personal career goals with our organisational goals.
 - 4.2 We will recognise and nurture talent to support effective succession planning and build our next generation of leaders.
 - 4.3 We will support and develop our current leaders, at every level, by providing a range of development opportunities designed to enhance management and leadership skills and capabilities.
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Key Measures of Success

- Our Civil Service Staff Survey response levels improve in relation to in the questions:
 - There are opportunities for me to develop my career in the Scottish Courts and Tribunals Service;
 - Learning and Development activities I have completed while working for the Scottish Courts and Tribunals Service are helping me to develop my career.
- Our process for recognising current and future potential provides a level playing field accessible by all our people supporting everyone to be their best.
- We measure the return on investment for our leadership development programmes.



Doing right by our People – how this Strategy will be delivered

This strategy contains an ambitious list of activities brigaded under four key themes. Section 5 details the measures by which success in achieving each theme will be assessed overall. By taking these activities forward SCTS can demonstrate delivery of the outcomes set out under strategic priority 3 (skilled and motivated people) of its corporate plan.

Overall responsibility for the delivery of the Strategy rests with the SCTS Board. Specific activities outlined in the strategy will be prioritised and delivered over the period of the strategy itself. Implementation of these will be led by SCTS staff under the authority of the Chief Executive.

Updates on delivery of the strategy will be provided by the lead Director (SCTS Director of HR) to the SCTS People Committee – a sub-committee of the SCTS Board established to provide guidance and oversight on the organisation's people objectives, as articulated in this strategy. That process will take place quarterly, allowing the Committee to explore and offer insight on particular activities at the right time whilst maintaining oversight on its delivery overall.

The Strategy may need to be flexible as business priorities and other factors can change our focus. One purpose of the quarterly review process is to keep under review whether the activities set out in the strategy remain relevant, are properly prioritised and achievable.

The Strategy will be owned and delivered across the SCTS. Success will require leaders, managers and employees to support the key themes and activities that will be taken forward. Whilst the HR function will play a key role in directing delivery and keeping progress under review, the strategy is much broader than a plan for the HR Business Unit. HR Unit structures will be aligned to support effective delivery of the Strategy during and beyond the five year period.

More detailed plans will be required to deliver a number of the key activities set out in section 5 the strategy. These will be developed through:

- The new Recruitment and Resourcing Strategy that will be produced as a key priority under theme 2 – “Our Team”;
- The new Learning and Development Strategy that will be produced as a key priority under theme 3 – “Learning”;
- Annual HR Unit Business Plans, which will contain objectives aligned to the four main themes of the strategy; and
- Operational Business Plans and corporate projects which set out clear actions, timescales and measures for success.

A structured approach is taken to managing major change projects in the SCTS, based on best practice. Significant change projects will be categorised as “corporate projects” and will be required to establish sound, costed plans before work commences. A robust process of project reporting and monitoring is used to ensure both progress and expenditure are properly controlled and exceptions highlighted and managed.

Successful implementation of the Strategy will require collaborative working in partnership with our colleagues from the PCS (Public and Commercial Services Union). PCS are represented on the SCTS People Committee. We are committed to working in partnership to ensure that delivery of the strategy realises benefits for the entire organisation.

Our core **values** of **respect, service and excellence** guide everything we do. These are underpinned by **key behaviours** that we observe with each other and seek to promote in our work.

SCTS Values & Behaviours

Respect



Be Courteous

Co-operate, treat everyone with dignity and value diversity



Be Open & Fair

Encourage good performance, give and receive constructive feedback, challenge and change inappropriate behaviour



Work as One Team

Lead and manage well; trust, empower and inspire each other

Service



Learn in All we do

Build our skills and knowledge; respond to feedback and reflect on learning and experience to improve our service



Deliver a Professional Service

Get the basics right, recognise individual needs and manage information responsibly



Set an Example

Always do our best, share and explain what we do and show how it relates to our priorities, policies and values

Excellence



Innovate

Think creatively to find solutions, evaluate ideas to deliver continuous improvement



Collaborate

Work with our customers and partners to share experience and lead change to improve the justice system



Be Accountable

Explain our plans and performance, understand the risks we face and make clear decisions that deliver improvement, sustainability and efficiency

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