

**SCTS PEOPLE COMMITTEE**

**MEETING: Wednesday 3 May 2023 – Hybrid Meeting (in-Person, Parliament House/WebEx)**

**Present:**

Dr Sophie Flemig, Non-Executive Member, SCTS Board (Chair)  
Anne Scott, Non-Executive Member, SCTS Board  
Ruth Innes KC, Non-Executive Member, SCTS Board  
James Saville, Non-Executive Member  
Sheriff Wendy Sheehan, Non-Executive Member

**Also Attended:**

David Fraser, Executive Director Court Operations, SCTS  
Lisa Sellars, Director HR, SCTS  
Clare Ugunlu, Senior HR Manager: HR Operations  
Lesley Cook, Interim Senior HR Manager  
Valerie Lindsay, Interim Senior HR manager: People Strategy, Policy and Support  
Leticia Martinez Garcia, Equality and Diversity Manager, SCTS  
Charles Welsh, Head of Programmes, SCTS  
Katie Leighton, PCS (SCTS Branch Chair)  
Alastair Young, PCS (SCTS Branch Secretary)  
Karen Lawrie, Head of Secretariat, SCTS  
Sarah Imery, Executive Support Officer, SCTS (Minutes)

**Apologies:**

Professor Alan Boyter, Non-Executive Member  
Steven D'Arcy, Interim Corporate Secretary, SCTS  
Jessica MacDonald, Director Education & Learning, SCTS

**1. Declarations of Interest**

1.1 There were no declarations of interest from Members.

**2. Minutes of the Meeting**

2.1 The minutes of the meeting held on 8 February 2023 were approved.

**3. Action Points and Matters Arising**

3.1 The Chair provided an overview of discussions from the March 2023 board meeting.

**4. Operational Review Update**

4.1 The Executive informed the Committee that a Review of Sheriff Court Operations had concluded. The final report and recommendations had been shared with Senior Operational Managers. An action plan would be developed to prioritise and address the recommendations. The Executive confirmed that the post-COVID operating environment, staff skills audit and the review of sheriff court operations a refreshed target operating model would be developed.

4.2 The Committee acknowledged the update. Updates on the implementation of the recommendations within the Review of Sheriff Court Operations would be presented at future meetings.

## **5. DAW Action Plan Update**

5.1 The Committee received an update on the progress of the Dignity at Work (DAW) action plan put in place following the results of the People Survey 2022 in this area. A DAW working group had been created with membership from all business areas. The working group would consider the local and organisation wide People Survey action plans, timescales for completion and would measure against key performance indicators.

5.2 The working group would also work in partnership to raise DAW awareness, develop policies and highlight key values and behaviours throughout SCTS, enhancing and promoting strategies already in place. They would focus on driving communication and challenging non-professional behaviour, as well as celebrating success throughout SCTS. This work would also directly link to Equality, Diversity and Inclusion.

5.3 The Committee welcomed the update and progress so far. It was noted that the judiciary, including Sheriff Sheehan were also developing a DAW policy and would liaise with SCTS Officials to align the details. Members would receive updates at future meetings on the DAW action plan implementation.

## **6. Equality, Diversity and Inclusion Presentation**

6.1 The Committee were advised the SCTS Mainstreaming Report 2023-27 was published on 27 April. The Report and a new set of Equality Outcomes for the reporting period 2023-2027 were designed to drive the SCTS equality, diversity and inclusion (EDI) agenda, and had committed to work to address inequality and underrepresentation. There are 3 Equality Outcomes that focus on improving accessibility to SCTS' services; ensuring that SCTS is an inclusive employer; and SCTS staff are knowledgeable about equality legislation and protected characteristics.

6.2 The Scottish Government Internal Audit had recently completed an audit of Equality, Diversity and Inclusion within the SCTS. The report had provided a reasonable assurance rating. An action plan had been developed to address the recommendations from the report within agreed target dates.

6.3 Over the next 12 months and beyond the EDI team would work with internal colleagues, specifically the Equality Steering Group, External Equality Advisory Group and a variety of EDI organisations, to implement the activities detailed in the Equality Action Plan to address both the recommendations in the Internal Audit Report and to make progress with the Equality Outcomes.

6.4 The Committee welcomed the update and shared examples of successful EDI practices from other organisations. Members expressed the importance of embedding EDI training at all levels of the organisation, stressing the need to ensure its inclusion in the induction of new staff joining the organisation. The EDI action plan would be shared with the Committee at the November meeting.

## **7. Business Plan 2023-24**

7.1 Members reviewed the HRU and ELU Business plans for 2023-24. Each Business Plan contained multiple objectives for the coming year, covering developmental and core

service delivery activities, which aligned to the strategic priorities set out in the SCTS Corporate Plan 2023-26.

7.2 The Committee welcomed the successful recruitment of key positions in the HR Senior Management team following a number of vacancies. The increased complement of staff at a senior level would allow HR to focus on the ambitious plan for the coming year. The HR Business plan focused on introducing the new Performance Management system – my career, a renewal of the reward and recognition scheme, centralising recruitment and staff wellbeing. HR also would work with other colleagues to develop the People Strategy for 2023-28.

7.3 The ELU Business plan focused on 7 high level priorities for the coming year. These included development of learning and talent programmes, leadership and change, strategic projects and communication. The main focus will be on capitalising new ways of learning post-pandemic. The demand and interest for training following the pandemic was higher than previous levels. ELU would work to accommodate the increased demand. Supporting Operation colleagues with training requirements would be a specific focus in the coming year.

7.4 Members acknowledged ambitious and extensive Business Plans for the year ahead. They expressed concern of the number of objectives in the HR/ELU plans, and the possible impact on other areas of the organisation may impact/delay completion. The Executive confirmed that discussions across business units were held during the development of Business Plans and details of the individual plans informed the SCTS Business Plan.

## **8. Review/Discussion of Other Papers**

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

- HR Risk Register
- ELU Risk register
- HR Measures for SCTS Board
- HR Business Plan Tracker
- ELU Business Plan Tracker
- Review of Technical Training
- Learning Council Minutes

8.2 The content of these papers were noted and no matters of concern were raised. The Committee commented on the low level of responses to exit interviews, acknowledging that this was experienced in all organisation. The Executive confirmed that the questionnaire issued to staff leaving would be reviewed and simplified to hopefully increase the levels of completion. Exit surveys used in other organisation would also be used as a comparison.

## **9. Any Other Business**

9.1 None

## **10. Date of Next Meeting**

10.1 The next meeting on 23 August 2023 would be a hybrid meeting with the option to attend in-person in Parliament House, Edinburgh or join virtually.

10.2 Members confirmed that they had received and noted the dates for the meetings in 2024.