

**SCTS PEOPLE COMMITTEE**

**MEETING: Wednesday 9 November– Hybrid Meeting (in-Person, Parliament House/WebEx)**

**Present:**

Sophie Flemig, Non-Executive Member, SCTS Board (Chair)  
Anne Scott, Non-Executive Member, SCTS Board  
James Saville, Non-Executive Member  
Professor Alan Boyter, Non-Executive Member

**Also Attended:**

David Fraser, Executive Director Court Operations, SCTS  
Jessica MacDonald, Director, Education & Learning, SCTS  
Steven D'Arcy, Interim Corporate Secretary, SCTS  
Clare Ugunlu, Senior HR Operations  
Lorna Gilbert, Senior HR Manager, People Strategy, Policy and Support  
Lesley Cook, Interim Senior HR Manager  
Alastair Young, PCS Branch Secretary Elect  
Karen Lawrie, Head of Secretariat, SCTS  
Sarah Imery, Executive Support Officer, SCTS (Minutes)

**Apologies:**

Sheriff Wendy Sheehan, Non-Executive Member  
Ruth Innes, Non-Executive Member  
Lisa Sellars, Director HR, SCTS  
Katie Leighton, PCS (SCTS Branch Chair)

**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 24 August 2022 were approved.

**3. Action Points and Matters Arising**

3.1 The Chair provided an overview of discussions from the October 2022 Board meeting.

3.2 Following the committee meeting in August the Executive reported that initial discussions had taken place with the judiciary surrounding the Operational Review to determine how best to ensure their views could be ingathered and form any agreed output. A full update would be provided in due course.

3.3 The Committee expressed concern surrounding the impact of the Scottish Government Resource Spending Review (RSR). The Chief Executive had recently attended the Criminal Justice Committee to outline the impact of the proposed RSR on the

SCTS. It was stressed that the RSR was not a budget, but outlines how the Scottish Government will focus public finances in the coming years. It was anticipated that the Scottish Government would publish their 2023-24 budget proposals on 15 December 2022.

3.4 Members noted that the proposed transfer of the Mental Health Tribunal for Scotland into the First-tier Tribunal for Scotland Mental Health Chamber had been delayed. It was unlikely the transfer would take place until 2023/24. Lorna Gilbert advised the Committee that the HR team were currently supporting the transfers of HMCTS Social Security staff to SCTS.

3.5 The Executive advised that the 2021-22 Pay award discussions had been concluded. Staff would receive the pay award, backdated to April 2022, in November salaries. It was noted that PCS had rejected the offer.

#### **4. Performance Management**

4.1 The Executive provided the Committee with a presentation on new Performance Management system, 'My Career' that would be launched in May 2023. The proposed changes to the staff appraisal system were outlined along with clarification on how monthly meetings are to be conducted.

4.2 The new system was designed to empower staff and encourage proactivity. The performance year would commence with an objective setting meeting. Subsequently regular check-ins would be held between staff and managers. An end of year reflection and review meeting would then be held where staff would agree a rating for contribution and talent/potential. Staff and managers would receive training and guidance ahead of the launch. The ELU team is developing a coaching and mentoring proposal which may form part of the support for managers.

4.3 The Committee acknowledged the benefits of the 'My Career' portal. Members expressed concern that whilst the system would be beneficial for the majority of staff, it may not be effective in all business units without clear guidance and the involvement of stakeholders. The Committee also encouraged the development of metrics to establish whether the new systems was successful in delivering key aims. A further update would be given at a future meeting.

#### **5. Update on any changes in Employment Law which may impact on SCTS Staff**

5.1 The Committee received an update on the recent changes to employment law that would impact the SCTS.

5.2 The upcoming changes included amendments to maternity pay and statutory sick pay rates. Any changes would be implemented in April 2023. The Executive had recently approved changes to the Special Leave Policy to include Domestic Abuse and pregnancy loss.

5.3 The Committee welcomed the updates to the SCTS policy for special leave. Members emphasised the importance of ensuring the policies were non-gender specific and open to all. The Executive confirmed that each application would be dealt with on a case by case basis, with wellbeing of staff being the main focus. A further update would be provided to the Committee in due course.

## **6. Update on implementation on People Strategy**

6.1 The Committee received an update on the progress of the implementation of the People Strategy 2018-23.

6.2 The progress made by HRU and ELU towards their objectives was outlined, highlighting the areas of focus/success which included:

### **HRU**

- The development of a new performance management approach including appraisal, probation and supporting under performance – to be implemented from May 2023
- A Hybrid Working Policy providing staff the right to request flexible working was introduced in October 2022
- Continued focus on the delivery of wellbeing initiatives
- Work to promote Equality and Diversity is ongoing and a equality and diversity strategy will be developed in early 2023
- Development of a new recruitment system, together with supporting policies and processes and the creation of a centralised recruitment team have been created in order to improve consistency and efficiency.

### **ELU**

- Diversification of learning delivery, including resumption of face to face training and exploration of digital learning tools such as using Artificial Intelligence.
- Following a Technical Training Review for operational staff an evaluation will take place the current model to generate data-informed recommendations for reform.
- ELU has implemented a new learner business partner model which provides bespoke support to individual business units, ensures effective business planning and generates an effective learning needs assessment tool for ELU to plan its work. Bespoke programmes have been created in response to specific local training need.
- The introduction of 2 new leadership attributes was approved by the executive team. The new attributes are agility and compassion, and were identified as emerging as high priority leadership attributes in light of the changed post-lockdown workplace environment.
- Development of a leadership attribute diagnostic tool to assist staff and managers to identify leadership strengths and areas requiring development to allow tailored training programmes to be created.

### **Realising Potential**

- A number of talent and leadership programmes are in place including the Talent Programme and Direct Entrant Programme.

6.3 The Committee reflected on the number of elements within the current People Strategy, suggesting that consideration should be given to focussing on the early delivery of key themes that would provide the most value. The Committee welcomed the opportunity to participate in the early planning of the next People Strategy. A session would be incorporated in the February meeting.

## **7. Talent Management**

7.1 The Committee received an update on the SCTS Talent Programme launched in October. The 18 successful candidates met for the first of 13 sessions planned during the coming 12 months.

7.2 The participants would focus on the 12 SCTS leadership attributes and would be faced with real life strategic level problems to solve throughout the duration of the programme.

7.3 The Committee welcomed the new programme and the potential benefits it would bring to the organisation.

## **8. Final Annual Report to SCTS Board**

8.1 Members reviewed their final draft Annual Report to the SCTS Board that summarised the work of the Committee over the period of December 2021 to November 2022 and set out the structure and priorities for the coming year. Members welcomed the revised format and suggested some minor amendments including a reduction and categorisation of key themes for 2023 meetings which would be incorporated and circulated for final approval.

8.2 The Chair would present the report to the SCTS Board at their meeting on the 28 November 2022.

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

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

- Hybrid Working
- People Scorecard
- HR Risk Register
- ELU Risk register
- HR Measures for SCTS Board
- HR Business Plan Tracker
- ELU Business Plan Tracker
- Details of any Employment Tribunals
- Learning Council Minutes

9.2 The content of these papers were noted and no matters of concern were raised.

## **10. Any Other Business**

10.1 Members discussed the benefits of in-person/hybrid meetings. The Committee agreed that a hybrid approach to meetings going forward would be beneficial for all.

## **11. Date of Next Meeting**

11.1 The next meeting on 8 February 2023 would be a hybrid meeting with the option to meet in-person in Parliament House, Edinburgh or an option to join remotely.