

**SCTS PEOPLE COMMITTEE**

**MEETING: Wednesday 6 November – In person Parliament House, Edinburgh:**

**Attended:**

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

**Also Attended:**

Steven D'Arcy, Corporate Secretary, SCTS  
Lisa Sellars, Director HR, SCTS  
David Fraser, Executive Director Court Operations, SCTS  
Robin Holmes, Interim Director Education & Learning, SCTS  
Alastair Young, PCS (SCTS Branch Secretary)  
Sarah Imery, Executive Support Officer, SCTS (Minutes)

**Apologies:**

None

**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 28 August were approved.

**3. Action Points and Matters Arising**

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

3.2 The Committee were informed that the Lord President and Lord Justice Clerk had both intimated their intentions to retire in February 2025. An appointment process for their successors was underway. The appointment processes would be managed by separate boards under the chairmanship of the Chair of the Judicial Appointments Board. They were independent of SCTS.

**4. ELU/HR Progress update**

**4.1 35 Hour working week**

The Executive confirmed that the 35-hour working week was introduced as planned on 1 October 2024 - in line with the pay award negotiated in 2023. In preparation, SCTS People Systems and policies had been updated; A Frequently Asked Questions document had been shared with employees ahead of the transition; and all staff had been issued with updated contracts of employment. Around 50 queries had been received across the organisation so far.

4.2 The Executive confirmed that a range of measures would be kept under review to evaluate the impact of the change on both our services and staff wellbeing, with a full review scheduled to take in late 2025. The Committee requested that the judiciary were consulted as part of the review process.

#### **4.3 People Survey 2024**

The 2024 People Survey had closed on 8 October. The SCTS participation rate was 68% (1362 employees participated), 1 percentage point higher than 2023. It was anticipated the results would be available by the end of November.

#### **4.4 Strategic Workforce Planning**

It was confirmed that a Steering Group, consisting of representatives from across the organisation, had recently been established. The group's overall responsibility was to provide the Executive Team with workforce information (current and anticipated future needs) that informs organisational strategic workforce planning discussions and decisions. Work was at an early stage, with an initial focus on developing a toolkit to provide support to Business Areas on the approach to workforce planning.

#### **4.5 Talent Programme**

The Executive informed members that the second cohort of talent programme attendees had recently completed their training. The programme had run over a 12-month period (October 2023 to October 2024). The purpose was to develop SCTS leaders who have the potential, aspiration and capacity to progress from their current role to a more senior position. The training was based on the organisations 12 leadership attributes. During the programme, participants put their learning into practice and work in teams to deliver a number of work based projects. Those that had attended the training over the past two years had worked on the development of the SCTS Corporate Plan 2023-2026 and supported the development of the organisations Sustainability Strategy for 2024-2027. The third cohort had commenced their training in October. Members highlighted the importance of tracking the development of past participants in order to monitor success.

#### **4.6 AODP (Administrative Officer Development Programme)**

The Executive provided an update to members on the Administrative Officer Development Programme following the success of a similar course that ran in 2023-24 for EO grades. The programme had a cohort of 18 people and was aimed at developing knowledge and skill in Civil Court process and procedure. The programme was progressing well and would conclude in February 2025.

### **5. Employment Law Changes**

5.1 The Executive reported on changes to SCTS Employment policies, following legislative changes made in April and October 2024. Updates had been made to the Paternity leave, Flexible working and Carers Leave policies, with a new policy having been created regarding the Prevention of Sexual Harassment in the workplace.

5.2 Members welcomed the creation of the 'Prevention of Sexual Harassment in the workplace policy' sharing their views with the Executive. Members noted that a Sexual Harassment e-learning module had also been launched, which was mandatory for all staff to complete. To date, 25% of staff had completed the learning within the first week of the launch.

5.3 Members thanked the Executive for a comprehensive update

## **6. Exit Interviews**

6.1 The Executive presented members with an update on the organisations proposed approach to Exit Interviews. A revised exit survey and supporting processes had been developed in order to encourage departing employees to provide information that will enable SCTS to have a better understanding of employee experience to support future improvement and development.

6.2 It was noted that currently only 25% of leavers completed a survey after their employment ended. The revised proposal would offer departing employees the option of a face-to-face exit interview, either as a replacement or in addition to a shorter more specific survey. A small group of leavers would trial the new process, with feedback used to enhance the process prior to full implementation.

6.3 Members welcomed the new approach. They felt that it should be made clear to leavers that the survey was not a place to raise a grievance. Members noted that no demographic data had currently been sought in the survey and suggested such data should be requested. A further update would be provided at the May meeting.

## **7. Draft Annual Report to SCTS Board**

7.1 Members reviewed their final draft annual report to the SCTS Board. Members agreed that the content accurately reflected the work of the committee during 2023-24 and set out the structure and priorities for the coming year. Following minor amendments the final report would now be submitted to SCTS Board for discussion at the November meeting.

## **8. Measuring Progress on the People Strategy**

8.1 The Executive presented a paper outlining the proposed key success indicators to ensure that effective delivery and monitoring of the people strategy could take place. The People Strategy 2024-2028 had four strategic goals:

1. To attract and retain great people, recognising and valuing everyone's contribution
2. To build agile, diverse and high performing teams that embody our values and behaviours
3. To ensure our people have the skills and capacity to respond to our ever changing environment
4. To help our staff realise their potential and deliver inspirational and effective leadership

Each of the goals would be monitored and tracked using a variety of methods in order to accurately measure success.

8.2 Members welcomed sight of the initial plans for measuring the success of the People Strategy. They highlighted the large number of success measures displayed which would provide a large amount of data for analysis. Members recommended that the focus should be on analysing data trends, helping to identify and address future developments. A further update would be provided next year.

## **9. Deep Dive 1**

9.1 The Committee welcomed Sam Flanagan, Trauma informed Strategy and Implementation manager to the meeting. Sam provided an overview of the work ELU had progressed as SCTS sought to become a trauma informed organisation.

9.2 The goal was for SCTS to be recognised as an organisation that is knowledgeable and responsive to the effects of trauma on all our service users and employees. To achieve this vision, SCTS had been working towards a revised approach to the development and implementation of trauma-informed processes, policies, environments and communications.

9.3 Members welcomed the presentation and the short video clip, on 'how to undertake a trauma informed exercise. Members recommended that the video should be accompanied with narrative that provides additional detail on some of the key messages. E.G. recommendations on how to conduct "walk throughs". Members reiterated the importance of training all staff, including contractors, to ensure a consistent level of understanding. Members discussed the approach to "walkthroughs" to ensure service provision was trauma informed. It was suggested that consideration should be given to work in other areas that could be used to help to deliver service redesign through a trauma informed lens.

9.4 Members stressed the importance of continuing to engage with other organisations as the training is developed. The Executive thanked members for the input.

## **10. Deep Dive 2**

10.1 The Committee welcomed David Beagley, Senior HR Manager, Recruitment, Resourcing and People Systems to the meeting to discuss the workforce profile and recruitment data which indicates that SCTS should aim to improve diversification of our workforce including the attraction of younger people.

10.2 Members acknowledged the recruitment challenges the organisation was facing and the work ongoing to improve diversity. They recommended that further work is done to engage with other civil service organisations to find out how they approach recruitment and whether they were succeeding in recruiting staff from diverse backgrounds. Members also encouraged the Executive to continue with their work to explore/implement apprenticeships.

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

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

- HR Risk Register
- ELU Risk register
- Key performance indicators
- HR Business Plan Tracker
- ELU Business Plan Tracker
- Learning Council Minutes
- Employment Tribunals

11.2 Members discussed the HR and ELU risk registers. The Executive provided assurance that the necessary mitigations were in place to manage risks effectively.

11.3 Members commended the Executive for the large volume of work ongoing which was highlighted in the Business trackers. They acknowledged the vast amount of progress and change that had taken place behind the scenes over the past few months.

## **12. Any Other Business**

12.1 Members reviewed the People Committee Core work plan for 2025. The work plan would be shared as a paper for exception reporting at future meetings.

12.2 Members had been informed that interviews for a new committee member had taken place in September. The successful candidate had now completed all the necessary pre-employment checks. Their appointment would commence in January.

### **13. Date of Next Meeting**

13.1 The next meeting was on 5 February 2025.

SCTS Secretariat  
November 2024