

**SCTS PEOPLE COMMITTEE**

**MEETING: Wednesday 4 May 2022 - Via WebEx**

**Present:**

Anne Scott, Non-Executive Member, SCTS Board (chair)  
Billy Harkness, Non-Executive Member  
Sheriff Wendy Sheehan, Non-Executive Member

**Also Attended:**

David Fraser, Executive Director Court Operations, SCTS  
Lisa Sellars, Director HR, SCTS  
Jessica MacDonald, Director, Education & Learning, SCTS  
Steven D'Arcy, Interim Corporate Secretary, SCTS  
Clare Ugunlu, Senior HR Manager, HR Operations, SCTS  
Lorna Gilbert, Senior HR Manager, People Strategy, Policy and Support, SCTS  
Lynn Carty, Interim HR Strategic Partner, Employee Relations, SCTS  
Fiona Reith, Interim Senior HR Director, SCTS  
Rosemarie Smith, PCS Union (SCTS Branch Chair)  
Brian Carroll, PCS Union (SCTS Branch Secretary)  
Alastair Young, PCS branch Secretary Elect  
Katie Leighton, PCS Branch Chair Elect  
Danielle McLaughlin, Head of LJC Review Implementation, SCTS  
  
Karen Lawrie, Head of Secretariat, SCTS  
Sarah Imery, Executive Support Officer, SCTS (Minutes)

**Apologies:**

Professor Alan Boyter, Non-Executive Member  
Sophie Flemig, Non-Executive Member, SCTS Board

**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 9 February 2022 were approved.

**3. Action Points and Matters Arising**

3.1 The Committee were advised that the Hybrid working policy would be shared with the committee following approval by the Executive Team. An update on Talent and Potential and the People Survey would be given at the next meeting.

*Update from the SCTS Board*

3.3 The Chair provided an overview of discussions from the March 2022 Board meeting.

#### **4. Trauma Informed Criminal Justice System**

4.1 The Committee received an overview of the Lord Justice Clerk's Review on improving the Management of Sexual Offence cases. The review, published on 18 March 2021, recommended that a new national specialist court, with trauma informed procedures, be created to deal with serious sexual offence cases in Scotland.

4.2 The cross-justice review group, chaired by the Lord Justice Clerk, had conducted a wide-ranging review of the prosecution of sexual offences and made extensive recommendations which, in addition to a specialist court, included: a presumption in favour of the use of pre-recorded evidence; measures to improve the current experience of complainers focused on improved communication and a trauma informed approach; steps to enhance jury involvement; and improvements to aspects of the Children's Hearings System.

4.3 The Director ELU reported that SCTS was a member of the National Steering Committee which was established in 2019 by the Scottish Government to look at delivering a trauma informed justice sector. In addition SCTS co-chairs the Victim's Taskforce Workstream 2: trauma informed training which was established to oversee the work relating to trauma training across the justice sector. The Taskforce, evolved as a reference group for the work carried out by Dr Caroline Bruce, a specialist in trauma informed practice and procedure, to develop a knowledge and skills framework for trauma informed practice in the justice sector. SCTS will use this framework, due to be published in September 2022, to develop its own trauma informed training strategy. The training, within SCTS, would commence with Leaders Training to ensure strategic oversight over becoming a trauma informed organisation.

4.4 The Committee welcomed the detailed overview and update provided. Members acknowledged the structured approach to SCTS becoming a trauma informed organisation and the cultural change that would introduce.

#### **5. Employment Law, Employment Policy and Wellbeing Update**

5.1 The Committee received an update on the recent changes to employment law that impacted on the SCTS. SCTS policies and guidance were being updated, in partnership with the PCS, to reflect the changes. It was agreed that revised SCTS policies would be shared with the Judicial Welfare Committee to ensure consistency in the policies for staff and judiciary.

#### **6. Update on implementation of People Strategy 2018-2023**

6.1 The Committee received an update on the implementation of the People Strategy 2018-2023. Due to the urgent priorities that had arisen due to the COVID pandemic and the subsequent need to re-direct resources to other priority areas, such as enhanced Wellbeing support for staff, progress in some areas of the strategy had been less than anticipated.

6.2 The Director HR outlined the progress made with their objectives, highlighting the areas of success which included:

- Performance Management - external consultants had been appointed to review all areas of SCTS People performance (probation, appraisal and supporting poor performance);
- Reward - recruitment for this post is underway to build on the work to date;
- Recruitment & Resourcing –A recruitment module, within our new IT System, iTrent, was currently under development. The first element of this new module

would assist the onboarding of new members of staff, allowing them to complete pre-employment checks and submit the required information online;

- Succession Planning – Phase 1. The first phase of a review of succession planning for senior managers had been completed and proposals were being finalised for a talent management programme, ensuring arrangements were in place to support staff transition into posts critical to maintaining operations; and
- A large diversity and equality agenda exists. A first key activity was to encourage our employees to share their personal equality details on iTrent, our People and Pay System, so we know make-up of our workforce.

6.3 The Director ELU provided an update on their objectives contained in the People Strategy, highlighting:

- The suite of digital education was expanded and developed at speed, supporting staff learning needs when in-person training was not possible;
- Access to the DELTA learning platform would end in September 2023. Consideration was being given to developing our i-Trent System to allow hosting of an online learning platform;
- The quantitative measure derived from the People Survey to measure progress in these areas were now showing an upward trajectory;
- A Technical Training review was underway, to look at how operational staff need to be trained in the future, how can their learning needs be met most effectively given the changing demographic and the change in knowledge and skill level across operations;
- An ELU learner partner business model had been implemented, helping to ensure distinct Business Unit training requirements could be addressed;
- Two new leadership attributes – agility and compassion - had been agreed, taking the total to twelve; and
- A diagnostic tool was being developed to assist staff to identify their strengths and areas requiring development. This would allow tailored training programmes to be created.

6.4 The Committee thanked the Executive for their comprehensive update of the People Strategy objectives. Members acknowledged the fast paced changes and challenges the HR and ELU teams had faced in the past two years and congratulated them on the achievements made during this time.

6.5 The Executive advised that development of the People Strategy 2024-29 would commence towards the end of the year.

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

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

- HR Risk Register
- ELU Risk register
- HR Business Plan Project Tracker 2021-22  
HR Business Plan 2022-23
- HR Measures for SCTS Board
- ELU Business Plan Tracker
- Employment Tribunal Cases Update
- Learning Council Minutes
- COVID-19 Update – Operational matters

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

## **8. Any Other Business**

8.1 Members discussed the benefits of in-person meetings. They agreed that in-person meetings were beneficial to the discussions of the committee. The next meeting would be held in-person in Parliament House, Edinburgh.

8.2 The Chair reported that this would be Billy Harkness's last meeting as a member of the Committee. The Committee recorded their thanks to Billy for his experience and the breadth of knowledge he had brought to meetings during the last eight years.

8.3 The Committee acknowledged that the PCS branch chair and secretary would be stepping down from their roles ahead of the next meeting. The Committee thanked Brian and Rosemarie for their contribution to the committee meetings during their tenure. Their successors had attended this meeting in an observation capacity and would continue to attend future meetings.

## **9. Date of Next Meeting**

9.1 The next meeting would be held on 24 August 2022 in Parliament House, Edinburgh

Scottish Courts and Tribunals Service  
May 2022