

MINUTES

SCTS PEOPLE COMMITTEE

MEETING: Wednesday 1 May – Hybrid, Parliament House, Edinburgh and via WebEx

Present:

Ruth Innes KC, SCTS Board (Chair)
James Saville, Non-Executive Member
Sheriff Wendy Sheehan, Non-Executive Member
Professor Alan Boyter, Non-Executive Member

Also Attended:

David Fraser, Executive Director Court Operations, SCTS
Lisa Sellars, Director HR, SCTS
Robin Holmes, Interim Director Education & Learning, SCTS
Steven D'Arcy, Corporate Secretary, 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:

Dr Sophie Flemig, SCTS Board
Anne Scott, SCTS Board

2. Declarations of Interest

2.1 There were no declarations of interest from Members.

3. Minutes of the Meeting

3.1 The minutes of the meeting held on 7 February were approved.

4. Action Points and Matters Arising

4.1 The Chair provided an overview of discussions from the March 2024 Board meeting.

4.2 The Committee were informed that Malcolm Graham had been appointed as the new SCTS Chief Executive. He would commence duties at the end of July 2024.

4.3 Members were advised that remedial works to address the Reinforced Autoclaved Aerated Concrete (RAAC) present in Airdrie Sheriff Court had been progressing well. To date, of the four court rooms that required to be closed, one had re-opened at the end of March. One further court room would be back in operation by the beginning of June. It is anticipated that the other two court rooms would be in operation by Autumn 2024. Modular accommodation for staff had now been put in place and would be available for use in early June. Further remediation works within the building were being considered alongside a more sustainable medium and long-term solution that would require significant development and investment. The Committee commended staff for their ongoing work in these challenging circumstances.

4.4 The Committee were informed that SCTS had won two prestigious awards in recent months and commended those involved in this achievement. A member of the Change and Digital Innovation Team was awarded the Cisco Global Advocate Award 'Hybrid Working Hero' at a ceremony in Amsterdam. SCTS were also awarded the 'People Development Programme of the Year' at The Learning Awards ceremony in London for the Direct Entrant EO Programme.

5. Trauma Informed Training and Wellbeing

5.1 The Executive provided a progress update on the steps SCTS was taking as it sought to become a trauma informed organisation. The Executive advised that the Scottish Government, members of the Victims Taskforce, and the NHS Education for Scotland National Trauma Training Programme, had produced a Knowledge and Skills Framework for Trauma Informed Justice. This framework was designed to help organisations identify and develop training to support trauma-informed practice for all justice workers.

5.2. Training modules had been commissioned by the Scottish Government in partnership with NHS Education for Scotland and in consultation with SCTS and other justice and third sector agencies. This meant that a consistent standard of training would be provided across the justice sector. SCTS would also provide some face to face and virtual training sessions via accredited avenues.

5.3 The first tranche of training, "trauma-informed organisational leadership", was rolled out to Executive Directors, Directors and Senior Managers between December 2023 and February 2024. SCTS was collaborating with NHS Education for Scotland for the development of an interactive online modules which would be accessed through DELTA (the SCTS online learning platform). Level 1 Trauma Informed training would be mandatory for all SCTS staff. Some roles would require further training at Level 2, or Level 3. Staff would be informed of the training they would be required to complete. An Organisational steering group had been established in order to implement the training and embed the cultural change of trauma informed training in the SCTS.

5.4 The Executive provided an update on wellbeing initiatives. The Wellbeing hour pilot, introduced on 3 July 2023, had been received positively by staff. Statistics showed that 75% of staff had taken at least one wellbeing hour a month since implementation of the pilot. The Committee were advised that the wellbeing hour pilot would end on 27 September, ahead of the launch of the 35hr working week on 1 October. The Executive also confirmed that new National Wellbeing and Carers groups created to promote workforce wellbeing had been established. 43 Mental Health First Aiders from across SCTS had been trained. These are volunteers from across SCTS. The staff have received training on facilitating confidential and non-judgmental conversations regarding mental health with SCTS colleagues and signposting colleagues to support.

5.5 Members welcomed the update and highlighted the importance of in person training in trauma informed practice, support networks and more formal support to deal with the potential for vicarious trauma. They suggested that ongoing refresher training on trauma informed practice should be made available. The Executive acknowledged the points raised by the Committee. A further wellbeing update would be given at a future meeting.

6. 35 Hour Working Week

6.1 The Executive provided an overview of the ongoing work to prepare for a transition to a 35 hour working week. A working group, consisting of representatives from across SCTS and PCS Union, had met monthly since January to discuss and agree the transition

to a reduced working week. Engagement with all business units and judiciary would continue to ensure a smooth transition to the reduced working week.

6.2 A communication was issued to part-time employees and those who were partially retired detailing how the change to full time hours would be applied to them. For a small number of people who work part-time hours there was a potential for unintended detriment as a result of reduction in hours; for example the impact on working hours to qualify for Working Tax Credits. A review process had been put in place for anyone who may be affected this way.

6.3 The Executive team would consider a further update in May which would outline further recommendations from the working group to ensure a successful transition.

6.4 The Committee welcomed the informative update. They commended the Executive on the work undertaken to date and the involvement of staff and judiciary in discussion regarding the implementation of the reduced hours. A further update would be provided to members at the August meeting.

7. Employment Legislation and Employment Policy Update

7.1 The Committee received an update on changes the SCTS had made to staff policies (paternity leave, flexible working and the carer's entitlements) to reflect changes to employment legislation.

7.2 A benchmarking exercise with other Scottish Civil Service employers had been carried out in relation to family friendly policies and revisions made accordingly. An 'Annual Roadmap' for policy revision and development had been created and shared with members in order to ensure future changes legislative changes were implemented timeously. The Executive reported that when revising existing policies, and developing new ones, consideration would be given to ensure they were clear, concise and contained a FAQ for staff and managers. It is anticipated that this would help to reduce the number of SCTS policies.

7.3 Members emphasised the importance of ensuring policies were as clear, structured and as comprehensive as possible. Members acknowledged the considerable number of policy changes planned. They recommended that the team prioritised activity, allowing the most commonly used policies to be updated as a priority. A focussed review plan should also be developed. They also suggested benchmarking across a wider range of organisations if possible.

8. Deep Dive 1–Strategic Workforce Planning and Succession Planning Approaches

8.1 The Committee welcomed David Beagley, Interim Senior HR Manager, Recruitment, Resourcing and Reward. David provided an overview of the organisations proposed approach to Strategic Workforce Planning (SWFP) and Succession planning (SP).

8.2 The Executive outlined the value and benefits of SWFP in order to identify and develop internal talent, with the goal to fill leadership roles and business critical positions when they arise. The roll out of SWFP had commenced, with the identification of critical Senior Manager positions.

8.3 Following the recent introduction of 'MyCareer' SCTS introduced a "Talent and Potential Statement" that would be completed as part of the end of year reflection process. The statement, agreed by the staff member and line manager, would allow SCTS to identify the

people that had the capacity/capability to progress within SCTS. The data gathered would help inform the organisations succession planning activities.

8.4 The Committee welcomed the overview and recommended the Executive develop metrics to measure whether the work was having the desired effect. They felt responsibility of the Strategic Workforce Planning and Succession Planning belonged to all business units, not only the HR Unit. Members confirmed their ongoing support and experience which could be called on while the cultural change in succession planning was embedded in the organisation.

9. Deep Dive 2 – ELU Potential Programme

9.1 The Committee welcomed Katie Menzies, Interim Head of Talent, Leadership and Supporting Change. Katie provided an overview of a new development programme for staff at grades SGB2, Administrative Officer and recently appointed staff at the Executive Officer level.

9.2 The Executive confirmed that SCTS was expanding its proposition for people with potential. Following the success of the Talent Programme, the new potential programme would supplement the talent pipeline of future senior managers and assist in creating a culture of inclusive leadership. The potential programme should clearly be aligned to a business unit and could use the Skills Development Scotland 'Meta-Skills framework' to help successful applicants develop in areas such as Self-management, Social Intelligence and Innovation skills.

9.3 The Committee welcomed the early outline of the potential programme with the consequent benefit to staff. Members encouraged the Executive to consider making courses accredited in order provide staff with a qualification on completion. They expressed the importance of managers identifying and encouraging the members of staff they felt had potential but possibly wouldn't apply without support. The Committee also stressed the importance of developing metrics to measure success.

10. Review/Discussion of Other Papers

10.1 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

10.2 The Committee acknowledged the updates to the ELU risk register.

11. Any Other Business

11.1 Members agreed that they found the delivery of the deep dive sessions informative and very useful. They felt the new meeting format was working well and allowed constructive discussion to take place.

11.2 The Chair advised that this was Alan Boyter's last meeting as his term of appointment to the Committee would end in May. The Chair thanked Alan for his insight, input and service to the Committee over the past 8 years.

12. Date of Next Meeting

12.1 The next meeting on 28 August 2024.

SCTS Secretariat
May 2024