

SCTS PEOPLE COMMITTEE

MEETING: Wednesday 5 February 2025– Parliament House, Edinburgh:

Attended:

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

Also Attended:

Malcolm Graham, Chief Executive, SCTS
Christina Bardsley, Senior HR manager: Engagement, Wellbeing and Organisational Development, SCTS
Steven D'Arcy, Corporate Secretary, SCTS
David Fraser, Executive Director Court Operations, SCTS
Robin Holmes, Interim Director Education & Learning, SCTS
Victor Vickers, Senior HR manager, Employment Policy, Advice and EDI, SCTS
Alastair Young, PCS (SCTS Branch Secretary)
Sarah Imery, Executive Support Officer, SCTS (Minutes)

Apologies:

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 6 November were approved.

3. Action Points and Matters Arising

3.1 The Chair welcomed Helen Meldrum to the Committee. Helen had been appointed as a non-Executive member following a recent recruitment exercise.

3.2 The Chair provided an overview of discussions from the November 2024 and January 2025 Board meetings.

3.3 The Chief Executive provided an update on the implementation of the full range of reforms that were agreed as part of the two year pay settlement covering 2023-2025. It was confirmed that discussions are ongoing with the Public and Commercial Services Union (PCS) regarding challenges and limitations of implementing the public and privilege holiday flexibility. The Scottish Government had published their Public Sector Pay Policy, which covers a three year

period (2025-2028). Discussions would commence regarding forthcoming pay deals with the PCS in the coming weeks.

4. Equality, Diversity and Inclusion (EDI) Update

4.1 The Executive presented a paper that provided an overview of the proposed EDI Strategic plan for 2025-26, which would support the delivery of the 2023-2027 equality outcomes, as detailed in the [SCTS Mainstreaming Equality Report](#)

4.2 Members welcomed the informative update. It was acknowledged that there was a significant number of outcomes proposed. The Executive explained that all were necessary to ensure legislative requirements were fully met and SCTS was an inclusive and diverse workplace where all employees and service users were valued and respected. Members highlighted a need for key performance indicators to be developed, where possible, in order to provide quantitative data to evidence that key deliverables were on track. It was also highlighted that collaboration between different business units would be key in order to maintain a consistent approach.

4.3 A further update on the Strategic Plan and Policy development would be provided at the next meeting.

5. Draft HR and ELU Business Plan

5.1 The Committee reviewed the draft HRU and ELU Business plans for 2025-26. Both plans contained objectives covering developmental and core service delivery activities.

5.2 Members acknowledged that both plans had objectives that were aligned to 'business as usual' activities, as well as objectives that were more 'transformational' and thus beyond "BAU". Members noted that they would welcome updates on progress being made on the transformational objectives at future meetings.

6. Deep Dive 1

6.1 The Executive appraised members on the key results from the 2024 People Survey, confirming that the overall engagement score had risen by one percentage point to 65%. It was acknowledged that despite not all nine core theme areas receiving a positive increase, the scores had remained broadly similar to the 2023 results, which continued to place the SCTS among the top performers in Scotland for both completion rate and engagement score.

6.2 The Executive reported that good progress had been made with a two-year action plan, covering the period 2024-2026, which had been developed in response to the 2023 People Survey Results. Members recognised and were satisfied with the progress made to date on the two-year action plans for the themes 'Leadership and Managing Change' and 'Values and Behaviours'. The Committee agreed that, where appropriate, actions would be reviewed for year two, particularly in relation to managing change and bullying and/or harassment and discrimination to ensure the actions are still relevant and appropriate.

6.3 Members discussed the 'My Manager' section of the results, and noted the importance of 'one to one' discussions, which is an integral part of the SCTS performance management policy and process. Members welcomed the analysis of the results which had been broken down by grade.

6.4 The Committee recommended that SCTS engage with other comparable operational organisations to share good practice and learn about key actions they had undertaken to

drive improvement. Members also requested that the success of the People Strategy be measured against the People Survey results and asked for the inclusion of further metrics. The suite of People Strategy measures of success will be reviewed at the next People Committee meeting on 30 April and will engage with a number of the People Survey metrics.

6.5 The Committee noted that a number of staff had opted to select the 'neither agree nor disagree' option. Ahead of the next survey members felt further encouragement to staff to express their opinion one way or another would be beneficial.

6.6 Members would continue to be provided with further updates on the planned actions in response to Leadership and Managing Change and Values and Behaviours.

6.7 Overall members commended SCTS for the positive results, especially given the level of change the organisation had seen recently. The Chair would update the Board on the detailed discussions regarding the People Survey Results at their next meeting.

7. General Discussion

7.1 The Committee discussed the revised format of meetings. They agreed that having one Deep Dive Session per meeting had been beneficial as it allowed a wider, more open and frank discussion.

7.2 Members would welcome a method (such as Office365) to allow discussion of topics more informally in between meetings, this would be considered by the Executive. The possibility of potential Members development sessions was also suggested and would be investigated by the Executive.

8. Review/Discussion of Other Papers

8.1 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

9. Any Other Business

9.1 Members were informed that Lord Pentland had been appointed as Lord President on 3 February, and Lord Beckett had been appointed as the Lord Justice Clerk on 4 February following the retirement of Lord Carloway and Lady Dorrian.

10. Date of Next Meeting

10.1 The next meeting is on 30 April 2025.

SCTS Secretariat
February 2025