

SCTS PEOPLE COMMITTEE

MEETING: Wednesday 28 August – In person Parliament House, Edinburgh:

Attended:

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

Also Attended:

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

Apologies:

James Saville, Non-Executive Member
David Fraser, Executive Director Court Operations, SCTS
Katie Leighton, PCS (SCTS Branch Chair)

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 1 May were approved.

4. Action Points and Matters Arising

4.1 The Chair provided an overview of discussions from the June and August 2024 Board meetings.

4.2 The Chair welcomed Malcolm Graham, who was appointed as Chief Executive of SCTS on 29 July 2024, to the meeting.

5. ELU/HR Progress update

5.1 The Executive provided an overview of the work ongoing to prepare for the organisations transition to a 35-hour working week on 1 October 2024. The transition formed part of the 2023 Pay Award. People Systems are being updated and tested. Employment policies had also been updated to reflect the change in working hours. An FAQ document had been shared with employees ahead of the transition. Engagement with all business units and judiciary would continue to ensure a smooth transition to the reduced working week.

5.2 An update was provided on “MyCareer” the contribution and performance management approach that was launched in May 2023. MyCareer encourages regular, open and honest coaching conversations covering employee wellbeing and development needs. The Executive confirmed that positive feedback had been received from employees and managers. Over 90% of employees and managers had completed and recorded an end of year reflection conversation.

5.3 The Executive provided a progress update on the steps SCTS had taken as it continued its journey to become a trauma informed organisation. SCTS leaders training had been rolled out and a toolkit was available on the organisations online learning platform, DELTA. Working in conjunction with the NHS Education for Scotland (NES), e-Learning training modules were being produced to cover all the skills at level 1 of the Justice Framework, and some, but not all, of the skills and knowledge at level 2 of the Justice Framework. It was anticipated that the level 1 module would be available in September and level 2 during October. Face-to-face training would also be provided to staff for particular elements.

5.4 The Committee commended the good progress made in regard to the implementation of the 35-hour working week on 1 October. Members acknowledged the importance of the trauma informed training for staff and judiciary and welcomed the availability of the different learning opportunities available.

6. Dignity and Respect Update

6.1 The Executive provided a progress update on the Dignity at Work (DAW) policy review. A key outcome of the DAW review had been to develop a simpler Grievance Policy incorporating DAW grievances and removing the need for a separate DAW Policy.

6.2 Members noted that the revised documents displayed information to employees in a clearer and succinct way. They requested that the Judicial Office holder’s dignity and respect policy was referred to within the new Grievance policy.

6.3 Proposed amendments to the Grievance policy would be incorporated prior to approval being sought from the Executive Team. It was anticipated the new Grievance Policy, Dignity and Respect Statement and guidance would be launched on 12 September.

7. Equality, Diversity and Inclusion Update

7.1 The Executive provided an overview on Equality, Diversity and Inclusion and the activities being progressed since the last meeting. The EDI Team had recently recruited a new Equality & Diversity Manager.

7.2 A plan had been developed to improve access to the justice and court services for British Sign Language (BSL) users, in alignment with the Scottish Government National Plan 2023-2029. The aim is to provide clearer support and guidance on how BSL support can be accessed.

7.3 It was noted that SCTS had achieved the Employers Network for Equality and Inclusion (enei) Gold award in this year's Talent Inclusion and Diversity Evaluation (TIDE) benchmarking exercise. STCS scored particularly well in the Strategy and Planning, and the Leadership and Accountability categories, achieving first place in the ranking. This allowed SCTS to continue to work at what enei calls the ‘Sustain Level’ in our journey for mainstreaming equality, diversity and inclusion. The EDI team are exploring ways to establish more employee networks and representative groups. The first LGBTQI+ network

met in August and employees provided positive feedback on the opportunities the network provides.

7.4 Members commended the Executive on progress made. Further updates would be shared with the Committee when available, the team would continue to work alongside the Judiciary and PCS to improve all aspects of EDI within SCTS.

8. People Survey Corporate Action plans

8.1 The Executive provided an update on the development and progress on the People Survey Action Plan 2024-26. Following the People Survey 2023, the Corporate Survey Action Plans had been developed under two identified corporate themes: Leadership and Managing Change and Values and Behaviours.

8.2 Under the heading of Values and Behaviours, local analysis and action planning had been implemented. This would be supported by the organisation's new approach for Dignity and Respect. In addition, the regular check in's that take place as part of the MyCareer contribution and performance management approach enabled discussion and feedback on role modelling the SCTS values and behaviours.

8.3 Under the heading of Leadership and Managing Change, monthly communications would be issued to demonstrate what good leadership looks like, sharing successes for the wider business to implement in their own local business units and ways of working.

8.4 It was confirmed that the People Survey 2024 would be launched on 10 September. The questions, set by the Cabinet Office, would follow the same format as previous years. The 2024 survey results would be used to track progress against the current two-year action plan, with plans being refined as necessary.

8.5 Members confirmed their support of the development and focus of the action plans. They requested a further update on the People Survey action plan, at the next meeting of the Committee.

9. Draft Annual Report to SCTS Board

9.1 Members reviewed their draft Annual Report to the SCTS Board that summarised the work of the Committee over the past year and set out the structure and priorities for the coming year. Members agreed that the content accurately reflected the work of the committee during 2023-24. A final draft would be shared for formal approval at the next meeting. The final report would be submitted to SCTS Board in November.

10. People Strategy

10.1 The Executive presented the finalised version of the SCTS People Strategy 2024-28. Members agreed the strategy was clear and concise, with clear goals that would support the organisation in achieving its strategic aims. The Strategy would now be considered by the SCTS Board at its meeting in October.

11. Deep Dive 1

11.1 The Committee welcomed Charles Welsh, Head of Programmes, Education and Learning Unit (ELU), to the meeting. Charles provided an overview of work ELU had embarked on to develop key performance indicators that would enable the unit to better understand the impact that the learning offering provided to our people was having on performance and delivery of organisational goals.

11.2 It was noted that the Executive had recently conducted internal and external benchmarking across other Scottish Public Sector organisations and with HMCTS. A framework had then been developed based on initial findings. The proposed framework identified five clusters (Learning participation, impact on performance, employee motivation, alignment with strategic objectives and administration) from which data would be collected to evaluate the learning offering and the performance outcomes.

11.3 The Committee discussed and agreed the importance of measuring learning impact, transfer and engagement, including follow up sessions with staff where appropriate. Members had a keen interest and support for ELU to embrace new technology that was available in particular using Artificial Intelligence to deliver/support training and learning.

11.3 The Committee welcomed the presentation. Updates on progress and development would be provided at future meetings.

12. Deep Dive 2

12.1 The Committee welcomed Victor Vickers, Senior HR Manager, and Christina Bardsley, Senior HR Manager, to the meeting to discuss our approaches for managing attendance and wellbeing. The Executive reported on SCTS' plans for improving its approach which would be underpinned by its wellbeing commitment and reflected the organisation's commitment to becoming a trauma informed organisation.

12.2 The Executive confirmed that support was currently provided to its employees via four key areas:

- wellbeing team;
- mental health first aiders;
- employee assistance programme;
- and occupational health.

12.3 The Executive noted that as SCTS continues its journey to becoming a trauma informed organisation, HR would re-inforce the avenues of support that were available to employees, responding to ways that prevent further harm, stress, burn out and minimising the risk of secondary trauma.

12.4 The MyCareer approach encouraged more informal communication between employees and their line managers with space to discuss wellbeing, personal matters and/or health related matters. Employees absent from work due to long term sickness would be offered the opportunity to have regular check-ins with managers to ensure we are providing the best possible support to them whilst absent. The overall aim would be to reduce the anxiety of returning to work following a period of absence.

12.5 The Committee welcomed the opportunity to discuss the various wellbeing opportunities and reviews of attendance management that had taken place. Members stressed the importance of trauma informed training and education in relation to mental health matters for all managers. A further update would be presented in coming months.

13. Review/Discussion of Other Papers

13.1 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

13.2 Members highlighted the conflicting priorities showing on the ELU Risk Register, and would welcome a clearer layout highlighting top issues, followed by a triage.

14. Any Other Business

14.1 Members were informed that recruitment for a new non-executive member of the People Committee was underway. The sift would take place on 3 September with interviews planned for the 23 September.

15. Date of Next Meeting

15.1 The next meeting is on 6 November 2024

SCTS Secretariat
August 2024