

PEOPLE STRATEGY



2024-28

CHIEF EXECUTIVE'S INTRODUCTION

It is my privilege to introduce the People Strategy for the Scottish Courts and Tribunals Service (SCTS). This Strategy sets out how we will support and develop our people so that, together, we can achieve our purpose – supporting justice. We have over 1,900 people working across Scotland, who help those using our courts and tribunals every day. To be successful we have to make SCTS a great place to work, learn and develop.

The landscape in which we operate has been transformed in recent years. New approaches, developed in response to the pandemic, reduced the need for physical attendance in our buildings. We invested heavily in online hearing and video conferencing technology and introduced new ways of capturing and giving evidence. Real progress has been made in improving our services. The flexibility, skill and resilience of our people has been at the heart of that progress.

The pandemic also led us to provide hybrid working opportunities where this was possible and accelerated a shift towards innovative blended learning approaches, ensuring our people had the tools, skills and knowledge to deliver all our services with expertise and compassion.

Our [Corporate Plan for 2023-2026](#) sets out our ambitions for the coming years. To achieve them, we need the right people with the right skills to deliver our services. Across the justice sector everyone is having to deal with a challenging economic and fiscal outlook – requiring us to innovate and provide services in the most efficient way. Whilst the challenges will be significant, this strategy sets out how we will focus on supporting our people as we develop more effective and efficient services to support justice.

The range of services we administer has grown in recent years and the diversity of the organisation has changed too. The justice system must reflect the society that it serves – and for it to do so, we must ensure that SCTS remains a great place to work for people from all walks of life. SCTS published its [Mainstreaming Equality Report](#) and a new set of Equality Outcomes for 2023-27 in April 2023. The new outcomes are designed to drive our equality, diversity and inclusion (EDI) agenda, by raising awareness and embedding our Equality, Diversity and Inclusion aims and objectives throughout SCTS.

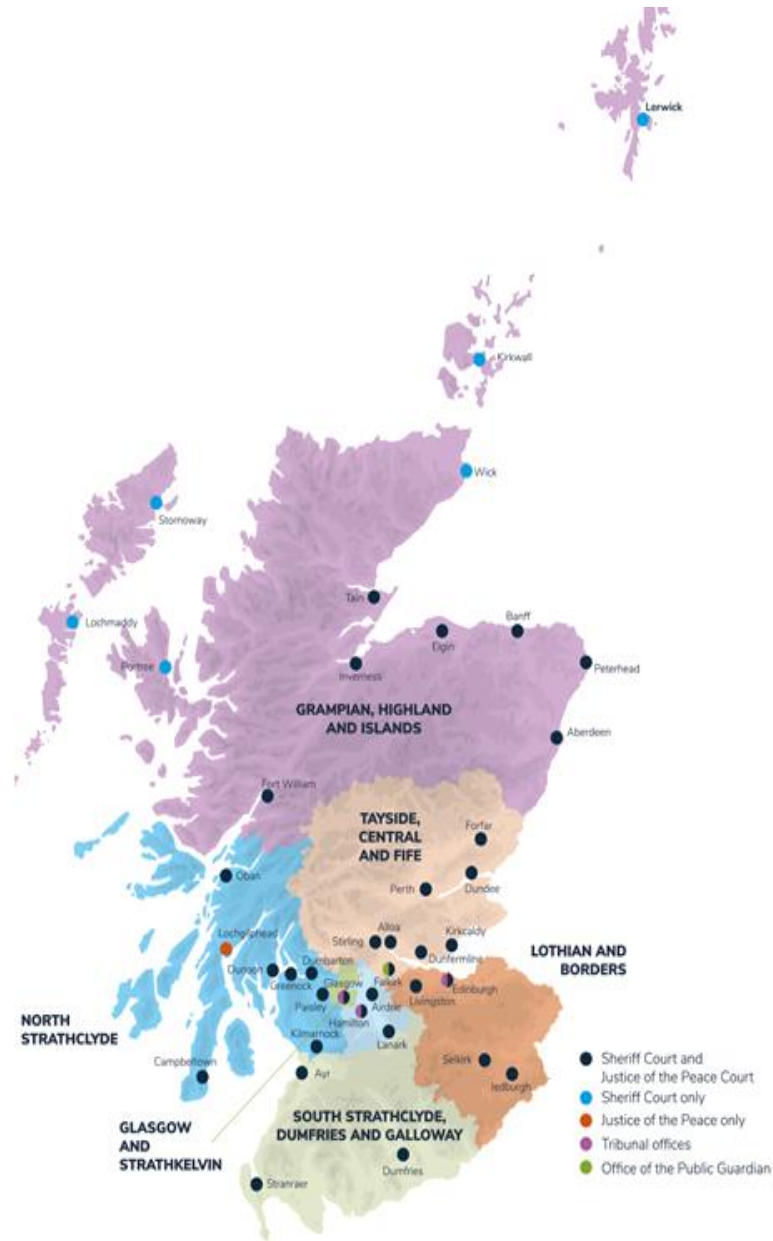


Malcolm Graham
Chief Executive, SCTS

OUR STRATEGY AND OUR PEOPLE

This Strategy builds on successes over the period of the last strategy, delivering many people management improvements

- iTrent – our new Pay and People System
- MyCareer – our new approach to contribution and performance management
- A new wellbeing team and the introduction of a wellbeing hour and mental health first aiders
- A new hybrid working policy
- A new centralised recruitment function and e-recruitment and an onboarding module, reducing recruitment journeys by at least 7 days
- A switch to online and blended learning programmes where appropriate
- The introduction of a year-long Talent Programme, now in its third year
- The Sheriff Court Operations Direct Entrant Executive Officer Programme which won the prestigious [People Development Programme of the year](#)
- The revision of the SCTS Leadership Attributes Framework and creation of a Leadership Portal
- Upgrades to our Learning Management System (DELTA), making it easier for people to access online learning and resources
- The introduction of a quarterly Induction event with speakers drawn from across SCTS
- New Coaching, Improving Performance and First Line Leadership programmes
- Improved people Survey results for “My Manager” and “Learning and Development”



71 buildings
Across the length and breadth of Scotland

Over 250,000 cases
Processed by our people every year

Introduction of ‘My Career’
Refreshed approach to contribution and performance

Supporting Mental Health
New wellbeing team and dedicated support for mental health

Centralised Recruitment
Providing a modern responsive service

Learning Award Winner 2024
Recognising our first-class training and support

2,017 staff
Full-time equivalent headcount is 1,825

68%
Of our people are female

Living wage employer
Accreditation by the Poverty Alliance

Mainstreaming equality
Gold award Talent Inclusion and Diversity

0% Median Pay Gap
2022-23

Carer Positive “Exemplary” Award –
Demonstrating our commitment to carers

VISION FOR OUR PEOPLE

Making SCTS a great place to work, learn and develop.

OUR GOALS

We have identified four main goals in this strategy that focus on how we achieve our vision. They are inter-related strategic aims that support the delivery of the overarching strategic objectives as detailed in our [Corporate Plan for 2023-2026](#).



OUR VALUES AND BEHAVIOURS

RESPECT	SERVICE	EXCELLENCE
<ul style="list-style-type: none">• Be courteous• Be open and fair• Work as one team	<ul style="list-style-type: none">• Deliver a professional service• Learn in all we do• Set an example	<ul style="list-style-type: none">• Innovate• Collaborate• Be accountable

How we will meet Goal 1

To attract and retain great people, recognising and valuing everyone's contribution

We value our diverse workforce. The justice system must reflect the society that it serves – and for it to do so we must ensure that SCTS attracts, recruits and retains people from all walks of life to work. We are committed to mainstreaming equality and diversity, and we know it is only by maintaining a skilled, engaged and diverse workforce that we can deliver our high-quality services.

Our wellbeing commitment aims to encourage and support personal growth and work life balance recognising our people are our greatest asset. Our values of respect, service and excellence are at the heart of people management activities.

We will:

1.1 develop and promote our employee value proposition: We will do this by:

- introducing a total rewards approach through an online benefits portal
- offering greater flexibility and choice of benefits that our people can choose, to be attractive for diverse and changing individual needs and expectations

1.2 provide a healthy working environment and improve the quality of working lives for all our employees. We will do this by:

- creating employee led networks to support wellbeing, and partner with wellbeing experts to create a culture where our employees feel safe to talk about mental health
- providing our employees with the tools to support them with the four wellbeing strands (mental, physical, financial and social)
- supporting work life balance through our employment policies and practices

1.3 continue to develop our contribution and performance management approach. We will do this by:

- having greater focus on coaching, development and support for our people
- embedding learning and development as an integral part of monthly career conversations
- taking action on annual People Survey data, developing action plans to drive improvements with people management
- Give all colleagues a voice through mechanisms such as partnership working with PCS, our trade union and employee network groups

1.4 ensure good resourcing practice to attract, select, and retain the best people for the organisation. We will do this by:

- introducing new channels for attracting talent, developing our commitment to the young person guarantee (Graduate and Modern Apprenticeship Schemes)
- monitoring, reviewing and improving the effectiveness of our recruitment practices
- developing networks with schools, colleges and universities to promote SCTS as an employer of choice.

How we will meet Goal 2

To build agile, diverse and high performing teams that embody our values and behaviours

As we look to the future, we need to develop and maintain the skills required to administer an increasingly complex system with the balance of openness, expertise and compassion for which our people are known.

A range of flexible work patterns, supported by our Hybrid Working policy, will help to develop a more flexible and adaptive workforce. Improvements to our people systems will improve our ability to plan and free up more time to deliver a first-class service.

We will:

2.1 continue to promote a culture of “Respect”, “Service” and “Excellence” in all that we do.

We will do this by:

- enhancing our approach to dignity and respect (DAR), developing a new Grievance Policy, supported by a DAR toolkit
- providing all colleagues with a voice through mechanisms such as partnership working with PCS, our trade union, and employee network groups
- taking prompt action on annual People Survey results to drive improvements

2.2 enhance our flexible working and alternative working patterns policies. We will do this by:

- implementing a reduction in the working week for all our staff (37 hours to 35 hours), while maintaining productivity
- review arrangements for public and privilege holidays, considering whether flexibility can be provided as to when these days are taken
- keeping under review our hybrid working opportunities

2.3 develop and embed flexible workforce planning and succession planning processes. We will do this by:

- developing a 3-year workforce plan, detailing our succession planning models and activities to identify and fill critical roles at all levels
- implementing an online hub providing resources and toolkits for managers to develop local workforce plans
- ensuring job roles are well designed as a consequence of the changes to how we deliver our business

How we will meet Goal 3

To ensure our people have the skills and capacity to respond to our ever-changing environment

Technological capability is changing the way in which we work and where we work. The traditional way of doing business is now just one of a range of options, with many that use our services seeking the ability to submit documents electronically, take part in hearings virtually and keep up to date on the progress of cases through digital communication channels - improving accessibility and efficiency.

We need to ensure our staff have the skills to keep pace in a fast-changing environment. To support them we must develop as a learning organisation, putting learning at the center of people's career journey - encouraging personal growth, exposing our people to new ideas and new perspectives and supporting them to thrive in a climate of change.

We will:

3.1 provide a broad range of learning and development opportunities. We will do this by:

- developing a learning ecosystem to capitalise on the flexibility and creativity of both the virtual and physical learning environments
- harness new technologies as they become available and relevant
- use automation and explore the use of AI to improve the learner experience
- optimise learning data so that we can develop effective reporting and understand learning patterns and behaviours

3.2 embed organisational learning objectives so that they become part of the culture at SCTS.

We will do this by:

- embedding organisational learning objectives such as trauma-informed practice; equality, diversity and inclusion and leadership attributes so they become woven into all our work
- pursuing incremental gains to continuously improve our approach to learning, using data to guide us
- focusing on learning outputs - broadly defined as some permanent or long-lasting change in knowledge, skills and attitudes

3.3 support the delivery of change to achieve maximum impact and minimal disruption. We will do this by:

- supporting colleagues to embrace and capitalise on reform to our systems, services and processes through timeous and impactful training
- implementing the Knowledge and Skills Framework for Trauma Informed Justice, supporting SCTS to become a trauma-informed organisation

How we will meet Goal 4

To help our staff realise their potential and deliver inspirational and effective leadership

The SCTS Corporate Plan for 2023-2026 details a raft of reforms which the organisation is aiming to deliver. Whilst independent, we work collaboratively with the Scottish Government, the Justice Board for Scotland, and a broad range of justice agencies. The Vision for Justice in Scotland document provides a common focus for all involved in the delivery of criminal and civil justice. Our work supports the delivery of its outcomes and goals

It is paramount that we have the skills, capability and resources to maintain success in an ever-changing environment. As we move forward, we will support our people to be the best they can be in their current and future roles, recognising talent and potential across the organisation and supporting everyone to flourish and thrive.

We will:

4.1 recognise and nurture talent to build our next generation of leaders. We will do this by:

- developing the talent and potential proposition to ensure a talent pipeline is in place to maintain skills and knowledge
- providing appropriate leadership support for identified talent and potential

4.2 support and develop our current leaders, at every level, by providing a range of opportunities designed to enhance management and leadership skills. We will do this by:

- providing a range of development opportunities including coaching, designed to enhance management and leadership skills and capabilities
- putting in place a mentoring programme to support our staff
- keeping under review our 12 leadership attributes and maximising use of our bespoke leadership attributes tool

4.3 help our people to define their own career journey, so they can manage their aspirations in a way that best aligns their goals with ours. We will do this by:

- ensuring learning and development is an integral part of monthly career conversations
- creating meaningful career pathways for our people within and across business areas

HOW THIS STRATEGY WILL BE DELIVERED

Development of action plans

These will address in more detail how the key tasks identified for each goal will be undertaken, with milestones and responsibilities. Analysis will be based on available data. Where data is insufficient, data improvements will be identified as part of the action plans.

Measurement and metrics

Success of the strategy will be measured by tracking our progress against People Survey and Scorecard targets including:

- Civil Service People Survey Engagement, Learning & Development & Managing Change scores
- Voluntary staff turnover levels
- Short term absence rates
- Average Recruitment Journey
- Usage of MyCareer
- Career and Succession planning data
- Measuring Learning Outputs

Additional metrics will developed and agreed when more detailed action plans are developed, along with appropriate tracking.

Successful implementation of the Strategy will require collaborative working in partnership with our colleagues from the PCS (Public and Commercial Services Union). PCS are represented on the SCTS People Committee. We are committed to working in partnership to ensure that delivery of the strategy realises benefits for the entire organisation.

GOVERNANCE/REPORTING/REVIEW

The People Committee has delegated responsibility (from the SCTS Board) for monitoring delivery of the SCTS People Strategy. The Committee will receive reports on progress made against the delivery of the goals detailed in this plan. In addition, a quarterly Key Performance Indicator (KPI) report is submitted to the SCTS Board via the SCTS Board Scorecard. The KPI report is also considered by the People Committee at each of its meetings. Plans, projects or proposals will also be considered by the Executive Team and the SCTS Learning Committee will consider progress made in respect of key learning outcomes detailed in this strategy. Revised and new People policies are developed and agreed with the Public and Commercial Services Union as part of our Partnership Agreement.