



MINUTES

SCTS PEOPLE COMMITTEE

MEETING: Wednesday 6 May 2026 – Parliament House, Edinburgh

Members Present:

Anne Scott, SCTS Board (Chair)
Ruth Innes KC, SCTS Board
Helen Meldrum, Non-Executive Member
James Saville, Non-Executive Member

Attended:

Malcolm Graham, Chief Executive, SCTS
Paul McKinlay, Executive Director Court Operations, SCTS
Steven D'Arcy, Corporate Secretary, SCTS
Bhavna Nair, Director ELU, SCTS
Clare Ugunlu, Interim Director HR, SCTS
Katie Leighton, PCS (SCTS Branch Chair)
Alastair Young, PCS (SCTS Branch Secretary)
Thomas Robinson, Executive Support Officer, SCTS (Minutes)

Apologies:

Dr Sophie Flemig, SCTS Board
Sheriff Wendy Sheehan, Non-Executive Member

1. Welcome and Apologies

1.1 The Chair welcomed those present and noted the apologies.

2. Declarations of Interest

2.1 There were no declarations of interest from Members.

3. Minutes of the Last Meeting

3.1 The minutes of the meeting held on 11 February 2026 were approved.

4. Matters Arising

4.1 Members discussed the organisation's risk profile as detailed in the SCTS Corporate Risk Register. Members observed a common theme of limited capacity linked to rising case volumes and financial constraints, and noted the corresponding actions to address key risks.

4.2 Members welcomed the improvements that had been made to the structure and focus of Committee papers and noted that reporting was continuing to move in a positive direction.

5. Cross-Committee Update

5.1 As well as an update on matters discussed at the Board meeting in March, the Committee received an update on the SCTS Whistleblowing Policy, which had been reviewed and revised in light of recent legislative changes.

5.2 The Committee commended the improvements in the Policy's clarity and accessibility and noted the importance of visibility and confidence in whistleblowing arrangements.

6. Employment Policy Developments

6.1 The Committee received an update on employment policy developments, including progress made over the previous year and planned activity for the year ahead. The Executive outlined a forward programme that included updates to Equality, Diversity and Inclusion (EDI) and neurodiversity policies, among others.

6.2 The Committee noted the potential resource implications associated with the increase in complexity of employment law and the potential effects of widespread adoption of generative AI. They also noted the importance of ensuring that policy frameworks were both efficient and proportionate. Their recommendations included avoiding unnecessary duplication of and overlap between policies and implementing reporting frequencies appropriate to the policy in question.

6.3 Members commended the progress that had been made, particularly with respect to cost analysis of upcoming legislative changes.

7. Pay Award Update

7.1 Members received an update on the implementation of the 2025-27 Pay Award.

7.2 The Executive confirmed that a second tranche of payments had been implemented successfully, as had all required policy and system changes. A number of changes to SCTS policies and terms and conditions of employment had come into effect on 1 April 2026.

8. ELU and HRU Strategic People Priorities 2026-27

8.1 The Committee received a presentation outlining the development of a strategic framework for future work in the Education and Learning Unit (ELU) and Human Resources Unit (HRU) aligned to the SCTS 2026-29 Corporate Plan.

8.2 The Executive advised that ELU and HRU had developed a draft approach focussed on nurturing a People Centred Culture based on three interconnected pillars:

- People Value Proposition
- Resilient and Adaptable Workforce
- People-focussed Leadership Excellence

8.3 Members wished to highlight the positive features of the organisation's already existing culture. They welcomed the direction of travel represented by the developing framework and the framework's alignment with organisational strategy, emphasising the importance of ensuring that any approach was fully embedded across the organisation.

8.4 The Committee discussed the proposed reporting framework and metrics. Members encouraged a proportionate approach, focussed on a small number of high-level indicators that provided a clear sense of progress. They also noted the importance of maintaining a strong link to overarching organisational plans and strategies. For example, they recommended relying on the objectives already formulated in those documents rather than developing local ones, where possible.

8.5 The Committee welcomed the progress made to date and looked forward to further development of the approach, including plans for communication and engagement across the organisation.

9. Engagement Session: Leading Through Uncertainty

9.1 The Committee took part in a facilitated discussion on leadership at SCTS. The Executive highlighted key pressures facing the organisation, including rising case volumes, increased demand in Tribunals and the Office of the Public Guardian, fiscal constraints and the pace of required digital transformation.

9.2 Members felt these factors presented both significant challenges and opportunities and emphasised the importance of equipping leaders with the skills, flexibility, opportunities and support required to navigate complex environments.

9.3 The Committee emphasised that leadership capability at all levels of seniority would be critical and discussed the importance of digital capability as a core component of leadership. Members noted that to lead effectively through digital changes leaders must have sufficient understanding of digital systems and emerging technologies.

9.4 Members acknowledged the value of experiential learning, both to individuals in the form of learning and skills and to the organisation in the form of tangible outcomes.

9.5 The Committee also highlighted the importance of recognising existing leadership capability across the organisation, at all levels, and of ensuring that approaches to development build on existing strengths rather than implying that there might be deficits. A leadership approach could be embedded by integrating it into SCTS's performance management processes, induction and recruitment.

9.6 The Executive thanked Members for their comments and guidance. They advised that work was underway to develop SCTS's digital skills capability and leadership pathways and to integrate these into wider organisational development activity.

9.7 Members welcomed the approach and the progress to date and encouraged the Executive to continue to focus on embedding leadership behaviours across SCTS.

10. Review/Discussion of Other Papers

10.1 The following papers had been circulated for scrutiny/exception reporting only:

- HRU Business Plan 2025-26 Q4 Delivery Report
- ELU Business Plan 2025-26 Q4 Delivery Report
- Learning Council – Draft Minutes – 10 March 2026
- Employment Tribunals
- HR Measures – 2025-26 Q4
- SCTS Board – Staff Briefing – March 2026

- Core Work Plan 2026
- People Committee Action Tracker

10.2 The Committee encouraged the Executive to continue to engage with external networks across the wider public sector to share best practice and learning.

11. Any Other Business

11.1 None.

12. Date of Next Meeting

12.1 The Committee's next meeting was scheduled for 26 August 2026.

SCTS Secretariat
May 2026