

**CUSTOMER
SERVICE
EXCELLENCE**



Assessment Report
Customer Service Excellence

Scottish Courts and Tribunals Service

Successful
10 October 2018

Assessment Summary

Overview

Overall Self-assessment	Satisfactory
Overall outcome	Successful

RP2 2018

The Scottish Courts and Tribunals Service (SCTS) is an independent body corporate established by the Judiciary and Courts (Scotland) Act 2008. Its function is to provide administrative support to Scottish Courts and Tribunals and to the judiciary of courts, including the High Court of Justiciary, Court of Session, Sheriff Courts and Justice of the Peace Courts, and to the Office of the Public Guardian (OPG) and Accountant of Court.

The Scottish Courts and Tribunals Service has provided a very well respected and consistently high-quality service over the fourteen years since it first achieved Charter Mark accreditation for selected courts in 2004 through to CSE accreditation in 2013 for the former Scottish Court Service (SCS). Following the merger with the Scottish Tribunals Service in April 2015, accreditation from 2017 onwards also takes into account the service delivery provided by the Tribunals, which have demonstrated substantial investment in quality improvement activities, including a number of positive service developments.

The review of the full corporate assessment demonstrated that the significant strengths of the SCTS have been maintained and strengthened. Despite the continuing challenges posed by the introduction of the ICMS computer system and the 'Simple Procedure', hardworking and knowledgeable staff continue to be a particular strength of the organisation, demonstrating commitment and genuinely caring attitudes that are greatly appreciated by the many different customer groups and various agencies that have links to the services. There is a strong focus on customer care and consultation is clearly central to service improvement.

The Service is to be congratulated this year for maintaining eleven Compliance Plus elements from last year, and gaining two additional Compliance Plus elements (2.1.2 and 4.1.2), bringing the total to a creditable thirteen Compliance Pluses. The number of partially compliant elements has reduced from three to two (1.3.4 and 4.3.4). Element 3.4.1 is now fully compliant reflecting positive partnership activities across all main areas of the business.

The Assessors are delighted to recommend continued accreditation to the Customer Service Excellence Standard.

The report refers to evidence submitted from 2013-2018 for different elements and, consequently, correctly refers to "SCS" and, after April 2015, to "SCTS".

1: Customer Insight

Criterion 1 self-assessment	Satisfactory
Criterion 1 outcome	Successful

RP2 2018 A significant strength of the Service, reflected in four Compliance Plus ratings, is the unusually strong and in-depth understanding of customers and the groups to which they belong, enabling the design and provision of services that meet the needs of the full range of individuals and customer groups.

The detailed and comprehensive report on the 2017 Court User Satisfaction Survey demonstrates continuing high levels of customer satisfaction at 92% overall, which is an impressive 3% increase on the 89% 2015 result.

The four Compliance Plus ratings recognise the insightful surveys in use by the Office of the Public Guardian (1.3.3) and the insightful approach used to develop the OPG web site, together with outstanding customer insight (1.1.2). The rigorous methods used to test customer satisfaction levels also merit Compliance Plus (1.3.1), as also do the efforts made to meet the needs of hard to reach and disadvantaged groups, well observed on the visit (1.1.3).

Element 1.3.4 continues to be partially compliant because of the continuing need for the Tribunals to demonstrate from their newly introduced satisfaction surveys that satisfaction levels are improving.

2: The Culture of the Organisation

Criterion 2 self-assessment	Strong
Criterion 2 outcome	Successful

RP2 2018 This Criterion is fully compliant with an outstanding six Compliance Plus ratings, demonstrating the commendable strength of the organisational culture. There is very strong corporate commitment to putting the customer at the heart of service delivery. The polite and friendly manner in which services are delivered is recognised by a Compliance Plus rating (2.2.2).

The commitment and dedication of the staff merits Compliance Plus (2.1.6). Customer service training is seen as a priority in developing new staff, particularly where customer contact is a significant part of a job and, combined with high quality work to improve recruitment and staff development, is rated Compliance Plus (2.2.1). Staff act in a professional manner and their contribution to planning, developing and delivering services is much valued, well exemplified by the 'Instant Rewards' for staff who 'go the extra mile', meriting Compliance Plus (2.2.5). Staff insight is similarly valued and used to develop policy and service planning, well exemplified by the Staff Engagement Days (2.2.4). The OPG again strongly demonstrates the use of customer insight to inform policy and strategy (2.1.2).

3: Information and Access

Criterion 3 self-assessment	Satisfactory
Criterion 3 outcome	Successful

RP2 2018 This Criterion is now fully compliant with two Compliance Plus ratings. The organisation provides a wide range of high-quality verbal, published and web-based information in appropriate ways that meet the needs of the different customer groups. The relevance of the information is tested and changes implemented where necessary. Appropriate arrangements are made to ensure that access is not a problem and customers understand who is responsible for what, when different partners are involved in service delivery.

A particularly notable achievement, continuing to merit Compliance Plus (3.4.2), is the high quality of co-ordinated working arrangements with partners, ensuring that customers have clear lines of accountability for quality of service. Particularly noteworthy is that the SCTS is leading a range of justice partners in developing a new exciting 'Justice Centre' in Inverness, due to be completed in 2019. The Service's excellent support for the wider communities, particularly school visits and the impressive Court Doors Open Days attended by hundreds of visitors, merits Compliance Plus (3.4.3).

Element 3.4.1 is now fully compliant reflecting positive partnership activities across all main areas of the business.

4: Delivery

Criterion 4 self-assessment	Satisfactory
Criterion 4 outcome	Successful

RP2 2018 The Service has challenging standards and sound monitoring procedures for its range of services that are used to raise standards and effect continuous improvement. There is clear evidence on how success is judged by the organisation and those who fund and oversee it. Performance levels are generally very good, with the majority of standards and performance targets being met. The colourful and attractive new Tribunals Operations Balanced Scorecard is particularly noteworthy for the clear and comprehensive presentation of monthly performance information, meriting Compliance Plus (4.1.2).

In addition to the strong evidence of a structure of standards and targets for delivery of effective and efficient services that give customers the services they need, there is a well-developed process for dealing with any problems that may arise. However, Element 4.3.4 remains partially compliant because of the need to demonstrate more consistency in learning from complaints, particularly informal complaints, and publication of resultant action taken.

The Service consults and involves people in a wide range of ways, learning from best practice and benchmarking internally and with similar organisations.

5: Timeliness and Quality of Service

Criterion 5 self-assessment	Satisfactory
Criterion 5 outcome	Successful

RP2 2018 This Criterion is fully compliant. The Service has clear and measurable service standards and monitoring procedures in relation to timeliness and quality of customer service, which are published in the various charters, on the web site and on notice boards. The easy read version of 'Our Promise to you' is particularly helpful to customers at Sheriff Courts and Justice of the Peace Courts.

The Service identifies individual need at the first point of contact. Customers attending Courts are greeted at reception and directed or escorted to where they need to go. Customers using the counters have their needs addressed by knowledgeable and well-trained staff, who have access to relevant information and advice. Customers who telephone key in a number from the menu to access the appropriate department.

Where appropriate, customer information is shared with colleagues and partners, thus reducing unnecessary contact. The Net Chat in-house computer programme used in trial and custody courts in Glasgow, for example, provides information to reception desks and witness muster areas, allowing customers to receive live updates on their cases.

Performance data is monitored and published, with positive outcomes.

1: Customer Insight

1.1: Customer Identification

1.1.1: We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP401: Segmentation examples	Assessor Acceptance:	Yes
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Segmentation work from 2011-12 has been updated to reflect the accretion of new responsibilities to the SCTS and the OPG, recent organisational changes, and new linkages in place with statutory and voluntary external justice partners. The examples shown here are illustrative, not exhaustive.

HAP402: Court User Satisfaction Survey Questionnaire Review	Assessor Acceptance:	Yes
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Before field work begins for each survey, the questionnaires are reviewed. Changes may be made to questions and user group categories based on feedback from the preceding survey and/or expert advice. Evidence here shows wording changes advocated by Stonewall Scotland and staff in North Strathclyde.

HAP403: SCTS Staff Survey Results 2016	Assessor Acceptance:	Yes
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The SCTS staff survey results are reported by units, each of which is tasked with reviewing its own results and taking forward areas for improvement. Question coverage includes staff views on line managers, senior managers and specific roles, such as learning & development.

HAP404: Judicial Attitude Survey 2016 Results for Scotland	Assessor Acceptance:	Yes
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The salaried Scottish judiciary took part in a UK-wide judicial survey in 2016. Although this does not cover attitudes to SCTS service provision as did the 2011 in house survey, the findings compare well with those from the other UK jurisdictions and show improvements in some areas.

1.1.1.1: We have an in-depth understanding of the characteristics of our current

RP01 - September 2017. The presented documentary evidence clearly demonstrates that the service has undertaken a thorough review of the characteristics of both its current, :-
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.1.1.2: and potential customer groups

and potential customer groups. The Segmentation examples as shown in evidence No HAP 401, demonstrate that this evidence now includes relevant information on the customer groups that engage with the Tribunals Service.
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.1.1.3: based on recent and reliable information.

The evidence all appears to have been compiled from recent and reliable sources.
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.1.2: We have developed customer insight about our customer groups to better understand their needs and preferences.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

New Evidence

HAP571: SCTS Digital Strategy 2018-23 Assessor Acceptance: Yes

The new SCTS Digital Strategy 2018-23, published in May, aligns with the SCTS Corporate Plan and outlines areas in which it is expected the SCTS will be leading IT developments in consultation with justice partners and service users over the next few years.

HAP566: Community Impact Indicators 2017-18 Assessor Acceptance: Yes

One of the SCTS's Service Delivery Targets shows the extent to which courts and units engage with their local communities. Quarterly data are gathered and used in reports to the Executive Team.

HAP570: Electronic exchanges with SCRA Assessor Acceptance: Yes

The protocol agreed between the then Scottish Court Service and the Scottish Children's Reporter Administration (SCRA) in June 2013 has continued after the introduction of the Integrated Case Management System (the SCTS's platform for administration of civil cases) in 2016/17.

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations Assessor Acceptance: Yes

In 2017 OPG undertook one targeted customer survey to gain insight into customers' experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP502: SCTS Court User Satisfaction Survey 2017 Questionnaire Assessor Acceptance: Yes

The questions asked have been tailored to consider court user needs and preferences, and focus on areas such as staff politeness and helpfulness, satisfaction with court facilities and information provision where the SCTS can influence service delivery. Open questions allow respondents to comment.

HAP503: OPG Safeguarding Seminars Perth & Kilmarnock Assessor Acceptance: Yes

OPG ran a seminar in Perth in 2017 aimed at raising awareness of its statutory duties with a separate session on financial abuse. Feedback from the seminar led to changes to its form and content to better meet the needs of delegates at a subsequent event in Kilmarnock.

1.1.2.1: We have developed customer insight about our customer groups

RP2 2018 Insight about the customer groups is developed through a wide range of mechanisms, including large-scale consultations and various meetings ranging from those of the Court Liaison Groups to one-to-one meetings, as at the Civil and Criminal Counters. The Court User Satisfaction Survey, carried out on an annual to two yearly basis since 2005, provides detailed and comprehensive feedback from both professional and non-professional court users across the six Sheriffdoms and the High Court and the Court of Session. Other more targeted surveys are being carried out by the Housing and Property Chamber Tribunals and the Office of the Public Guardian (OPG). The internal reviewer checks carried out at the more remote courts provide valuable insight into the needs of more isolated customers.

Evidence Value: Fully Met

1.1.2.2: to better understand their needs and preferences.

RP2 2018 The understanding you have gained about your customers' needs has been used to improve the service and develop appropriate action plans. The development of the OPG web site used consultative techniques to make sure that customer needs are understood and taken into account. Sheriff and Jury procedures have been improved with the introduction of the Bowen Reforms, where the main change is that, like High Court indictments, the Crown will no longer set the trial diet, and no witnesses will be cited until parties are ready for trial. This has reduced the number of solemn trial diets adjourned, with no evidence being led, by almost a quarter, leading to a reduction in the number of victims, witnesses and professional court users attending court – only to find out that their case cannot proceed. Fewer trials means less uncertainty and waiting around for jurors. Compliance Plus is maintained.

Evidence Value: Fully Met

1.1.3: We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.

Applicant Self Assessment: Strong

Compliance to Standard: Compliance Plus

Active Evidence

HAP301: Criminal Justice Disability Project Team Assessor Acceptance: Yes

The team was set up by the Scottish Government's Justice Board in 2013 and meets every 6 weeks. Among the innovations it has promoted are deaf awareness e-learning for frontline staff, Easy Read accessible formats for publications and accessibility audits.

HAP302: SCTS Protected Characteristics Group Assessor Acceptance: Yes

This new group was created in August 2014 when the former SCTS LGBT staff network and the SCTS Staff Disability Group merged. The Group advises the SCTS and its staff on issues concerning staff and court users with protected characteristics as defined by the Equality Act 2010.

HAP303: Rivers Centre counselling for jurors Assessor Acceptance: Yes

The SCTS recognises that jurors may hear and see traumatic evidence during trials and judges and sheriffs may now decide that jurors in very distressing cases should be offered access to the Rivers Centre for Traumatic Stress, which will try to make an assessment appointment within 10 working days.

HAP304: Modern Apprenticeships in IT Unit Assessor Acceptance: Yes

In November 2015 the SCTS recruited two apprentices to the IT Unit. They will rotate through all parts of the Unit to gain experience while working towards an industry-recognised qualification. It is planned that more apprentices will be recruited in other parts of the SCTS in 2016.

HAP305: Glasgow Doors Open Day Award Assessor Acceptance: Yes

Glasgow Sheriff and Justice of the Peace Court has been presented with an award by the Glasgow Building Preservation Trust in recognition of the contribution staff have made to Doors Open Day events. More than 1800 people visited the court building on the latest Open Day in September 2015.

HAP306: SCTS Working Group on Jurors Assessor Acceptance: Yes

The Group is looking at ways of overcoming barriers to persons with disabilities and whose first language is not English from serving on juries. Chaired by a High Court judge, the group is liaising with RNIB and SCOD to consider technical solutions for overcoming barriers.

1.1.3.1: We make particular efforts to identify hard to reach

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. The corporate evidence here is strong and includes the clear evidence from the SCTS protected characteristics group which is particularly convincing. The commentary from court staff throughout the assessment was positive on the issues addressed in this element, and was strongly supported by commentary from staff in the Witness Service.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.1.3.2: and disadvantaged groups and individuals

Similarly, there is good evidence demonstrating how disadvantaged groups and specific individuals have benefited from the approach of the service. Although the requirements of justice are firm drivers of the way services are delivered, there is significant evidence of support for those for whom these present additional difficulties. Once again Witness Service commentary was positive as was observed evidence regarding the facilities provided for child and vulnerable witnesses.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.1.3.3: and have developed our services in response to their specific needs.

There is excellent evidence here that demonstrates that the needs of people with various forms of potential disadvantage have led to changes in the way service is delivered. Facilities and services have been improved in recent years to meet the needs of disadvantaged customers. The work done by the OPG to identify the skills required for Guardianship is of a very high quality, and ensures that those considering guardianship are capable, and have the necessary skills to fulfill those duties. The general evidence presented here is very strong, and the evidence presented by the OPG is particularly significant, and consequently elevates the scoring in this element to Compliance Plus.

RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

Evidence Value: Fully Met

1.2: Engagement and Consultation

1.2.1: We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.

Applicant Self Assessment: Satisfactory
 Compliance to Standard: Compliant

Active Evidence

HAP202: Kirpan Guidance Assessor Acceptance: Yes

The Kirpan is an article of faith worn by devout Sikhs, but its sharpness raised security issues. The Sikh community was consulted to enable the faith and security issues to be discussed, and guidance was developed to allow Sikhs to wear their Kirpan when attending court.

HAP405: Court Liaison Group minutes Assessor Acceptance: Yes

The Court Liaison Group includes Sheriffs, SCTS, COPFS, the local Faculty, G4S, Witness Service and Criminal Justice Social Work. Minutes covering all aspects of court business, performance and inter-agency consultation and review are attached.

HAP406: Evidence & Procedure Review Public Roadshows Assessor Acceptance: Yes

In April 2017 the SCTS launched a series of events to give interested parties the chance to discuss proposals for making significant changes to the system of summary justice in Scotland, think about and react to them, and to take the ideas presented back to colleagues to discuss their implications.

HAP407: OPG Engagement Strategies Assessor Acceptance: Yes

OPG has set out its engagement plan for the current year to highlight various customer groups and how it will interact and engage with them.

HAP408: BSL Interpreters consultation Assessor Acceptance: Yes

The SCTS and other justice partners consulted BSL interpreters at an event in March 2017 to discuss BSL interpreting in Justice settings. Topics included barriers to Justice interpreting, training, and working together to identify solutions to encourage BSL interpreters to work in this area.

1.2.1.1: We have a strategy for engaging and involving customers

RP01 - September 2017. The evidence continues to clearly demonstrate that the service has a clear and objective approach to engage customers, and actively canvasses for feedback from all relevant parties. RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.2.1.2: using a range of methods

The mechanisms employed range from the use of an independent research team who canvass the views of court users face to face, through to the extensive use of local Court Liaison meetings where law professionals can express their views. RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.2.1.3: appropriate to the needs of identified customer groups.

The range of methods employed by the service gives a high degree of confidence that the feedback received by the organisation is fully representative and accurately reflects customers' views. RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.2.2: We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP574: Tribunals 'You Said... We Did' Assessor Acceptance: Yes

The Glasgow-based housing tribunals ran pulse surveys asking about the content and layout of their websites in 2016. Comments made by respondents were taken into account when the new Housing and Property Chamber came into being and its website was being developed, as the HPC YSWD web page shows.

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations Assessor Acceptance: Yes

In 2017 OPG undertook one targeted customer survey to gain insight into customers' experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP504: SCTS Court User Satisfaction Survey 2017 Feedback Information Assessor Acceptance: Yes

After each SCTS Court User Satisfaction Survey short feedback letters are sent to 14 organisations representing court users with a summary of results that relate to their interests. Feedback letters for police, solicitors and Victim Support Scotland from the 2017 survey are included as examples.

HAP505: OPG 'You Said... We Did' Assessor Acceptance: Yes

OPG takes the views of its users seriously and is willing to change its services when people describe their experiences. Recent service improvements based on customer feedback are publicised on the OPG website. The process continues as new comments are received and improvements actioned.

HAP506: SCTS People Strategy 2018-23 Assessor Acceptance: Yes

The SCTS People Strategy 2018-23 was created after consultation with staff, the PCS Union and senior managers to develop and implement people management policies, practices and activities to ensure that the SCTS is able to deliver its Corporate Plan through effective engagement of its staff.

HAP507: ICMS Consultations Assessor Acceptance: Yes

Development of the new SCTS Integrated Case Management System for Civil Online has included extensive consultation with the legal profession, including focus groups and workshops. The results of these are fed back to interested parties.

1.2.2.1: We have made the consultation of customers integral to continually improving our service

RP2 2018 Consultation of customers is integral to continually improving the service. Development of the new ICMS (Integrated Case Management System) for Civil Online in the Sheriff Courts included extensive consultation with the legal profession, including focus groups and workshops. The SCTS People Strategy 2018-2023 was created after consultation with staff, the PCS (Public and Commercial Services) Union and senior managers to ensure delivery of the Corporate Plan through effective staff engagement.

Evidence Value: Fully Met

1.2.2.2: and we advise customers of the results and action taken.

RP2 2018 Customers are advised about the results of consultation and action taken by means of the web site, key documents such as Annual Report and Accounts, feedback letters, meetings and meeting minutes. After each Court User Satisfaction Survey, the full report is published on the web site and summary feedback letters are sent to 14 organisations representing court users, including Police Scotland, solicitors and Victim Support Scotland.

Evidence Value: Fully Met

1.2.3: We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP307: SCTS Court User Satisfaction Survey 2015 Inception Report Assessor Acceptance: Yes

An inception meeting was held with the contractors in 2015 to discuss changes to methodology and survey questions, informed by court closures and the contractor's 2013 lessons learned report. Some questions, and the order they appeared, were tweaked to improve clarity before the survey launched.

HAP308: One-stage juror citation evaluation questionnaires Assessor Acceptance: Yes

Questionnaires for cited jurors were issued to evaluate the pilot of one-stage juror citation in GH&I. Some respondents reported difficulties accessing the SCTS website guidance. The new citation form gives advice to jurors who do not have internet access or cannot connect to the SCTS website.

HAP309: Piloting User Surveys in Tribunals Assessor Acceptance: Yes

A Working Group was set up in 2016 in the Housing Tribunals to pilot a user survey. Tribunals have very different operating arrangements from courts, so the court user survey approach is not appropriate. The pilot is due to run from April to September 2016.

HAP310: Civil Case Management System Project Development Assessor Acceptance: Yes

The SCTS Case Management System for civil courts is to be replaced. A Project team has consulted extensively with internal users of the old system, external solicitors who will be able to access the new system remotely, and the developers.

HAP311: Advice given on questionnaires pre-issue Assessor Acceptance: Yes

SCTS staff who are planning to issue questionnaires to the public or internal colleagues are encouraged to submit drafts to the Head of Research who will offer advice on content and question wording to ensure that they are understandable and fit for purpose and that questions are not biased.

HAP387: OPG Communications and Engagement Strategy Assessor Acceptance: Yes

In 2015 the OPG created a new communications and engagement strategy to target individual customer groups with bespoke surveys, consultations and meetings and has undertaken to ensure that the results of all surveys are published on the OPG website or sent to customers on request.

1.2.3.1: We regularly review our strategies and opportunities for consulting

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. There is a regular review built into the process of consultation at strategic and tactical levels of the organisation. The openness of this was noted in the One Stage Juror Citation Minutes and in the consultative approach that is encouraged throughout the organisation.

RP2 2018 Not reviewed.

Evidence Value:

Fully Met

1.2.3.2: and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.

The planning for the consultations undertaken seems suitably detailed and ongoing and shows concern for the benefits of genuinely engaging customers and how this may help to reflect different needs. Minutes of meetings to discuss the outcome from the most recent customer satisfaction survey were also seen, and these minutes show detailed and critical analysis of the process along with objective analysis of the recorded results.

RP2 2018 Not reviewed.

Evidence Value:

Fully Met

1.3: Customer Satisfaction

1.3.1: We use reliable and accurate methods to measure customer satisfaction on a regular basis.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP403: SCTS Staff Survey Results 2016 Assessor Acceptance: Yes

Since 2010 the SCTS has taken part in a civil service wide staff survey, the results of which can be broken down by units within the SCTS as well as compared to other public sector organisations, who were asked the same questions.

HAP409: SCTS Court User Satisfaction Survey 2015 Assessor Acceptance: Yes

The SCTS Court User Satisfaction Surveys are conducted by experienced interviewers under the supervision of external contractors. The Surveys are exit surveys, conducted at virtually all courts, and provide a sample of over 2800 court users.

HAP410: OPG Surveys 2016 Assessor Acceptance: Yes

OPG uses customer surveys to find out where it is doing well and what it could do differently or better. In 2016, OPG surveys covered EPOAR pre- and post-registration service, access to funds, and various financial guardianship processes.

HAP411: Top Carers Award for the SCTS Assessor Acceptance: Yes

In 2017 the SCTS won the Scottish Top Employers for Working Families Special Award for the “Carers Scotland best for carers and eldercare”. This award recognises employers who are interested in innovative and effective ways of supporting employees with caring responsibilities, including eldercare.

HAP412: Housing Tribunals' User Surveys Assessor Acceptance: Yes

The Housing Tribunals in Scotland piloted user surveys in 2016. Despite a relatively low number of responses, commensurate with business volumes, the results indicate high performance with overall satisfaction of 84% for the PRHP and 90% for the HOHP. These surveys will be repeated in 2017.

HAP413: Staff Engagement Days 2016 Assessor Acceptance: Yes

Pages 6-8 of the Feb 2017 Staff Focus magazine summarise proceedings from the 2016 staff engagement day events at venues throughout the country, where staff and senior managers come together to discuss new corporate and strategic development and issues of concern to staff.

1.3.1.1: We use reliable and accurate methods to measure customer satisfaction on a regular basis.

RP01 - September 2017. The SCTS Court User Satisfaction Survey is the primary piece of evidence in the context of this element. The surveys are carried out by an independent third party, usually in a face to face situation, and conducted in a situation where the customer has just had an immediate experience of the court and its service provision. The quality demonstrated in these surveys, and in the objective subsequent analysis, gives a very high degree of confidence as to their accuracy and reliability, and consequently a continued score of compliance plus is fully warranted.

RP2 2018 Although not formally reviewed this year, Compliance Plus is maintained.

Evidence Value: Fully Met

1.3.2: We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP578: Tribunals User Surveys 2018	Assessor Acceptance:	Yes
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The Housing and Property Chamber survey results for 2017-18 are strong for all five measures – particularly politeness and helpfulness of staff – and progress with surveying in the other SCTS tribunal jurisdictions is explained in the accompanying text file and spreadsheet.

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations	Assessor Acceptance:	Yes
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In 2017 OPG undertook one targeted customer survey to gain insight into customers' experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP508: Using feedback from court, OPG and tribunal users	Assessor Acceptance:	Yes
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The SCTS has used responses from surveys, consultations and feedback from users to make adjustments to its services. Examples include 'You Said... We Did' and 'You Said... We Couldn't Do' posters in courts and on websites, to explain what has changed and why some proposals could not be implemented.

HAP509: SCTS Court User Satisfaction Survey 2017	Assessor Acceptance:	Yes
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The 2017 Court User Satisfaction Survey was conducted in all Scottish courts. It covered eight main groups of court users and the results showed that overall satisfaction increased to 92% from 89% in 2015. Results were published on the SCTS website and may be issued in hard copy on request.

HAP510: SCTS Staff Survey results 2017	Assessor Acceptance:	Yes
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The 2017 SCTS staff survey results were similar to the 2016 results and showed improvements in scores for wellbeing and personal engagement, which were better than civil service high performers and the civil service average respectively for 2017. Results were fed back to staff at Unit level.

1.3.2.1: We analyse and publicise satisfaction levels for the full range of customers

RP2 2018 Satisfaction levels for the full range of customers are analysed and publicised. The full results of the SCTS Court User Satisfaction Survey are published on the web site and may be issued in hard copy on request.

Evidence Value: Fully Met

1.3.2.2: for all main areas of our service

RP2 2018 Satisfaction levels for all main areas of the service are analysed and publicised. In addition to the main SCTS Court User Survey, other more targeted web-based surveys are being carried out by the Office of the Public Guardian (OPG). The Tribunals have also decided to use web surveys. Before the Tribunals were reorganised into the First-tier Tribunal for Scotland's Housing and Property Chamber (HPC), the Homeowner Housing Panel and the Private Rented Housing Panel piloted web surveys in spring 2017, with the results published. Following the re-organisation, further pilot web surveys have been run. The Mental Health Tribunal for Scotland (MHTS) is working with researchers from Napier University to develop an appropriate methodology. The Lands Tribunal for Scotland provides a user feedback section on their web site. The Pensions Appeal Tribunal provides opportunity for feedback on the day of their tribunal.

Evidence Value: Fully Met

1.3.2.3: and we have improved services as a result.

RP2 2018 There is evidence to show that services have improved as a direct result of the insight gained from customer satisfaction surveys. Courts are being prompted to look at common themes such as signage, seating, refreshments and car parking. Glasgow Sheriff Court has produced an excellent Action Plan, which includes the creation of a Jury Advisor role whereby a member of staff now greets jurors on arrival, checks them in, deals with queries, directs them to the appropriate court and provides updates, thus freeing up the Clerk of Court.

Evidence Value: Fully Met

1.3.3: We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service, as well as specific questions which are informed by customer insight.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP312: SCTS Court User Satisfaction Survey 2015 questionnaire Assessor Acceptance: Yes

The questions on waiting were slightly revised in the 2011 survey and repeated since then to reflect the importance this was given by respondents. Being advised of the likely length of wait and the reason for the wait by court staff were found to be key drivers of overall satisfaction.

HAP313: SCTS Staff Survey 2015 Assessor Acceptance: Yes

The SCTS again took part in the UK Civil Service Staff Survey administered by Cabinet Office in 2015, with results comparing well against other public service bodies.

HAP314: OPG Financial Guardians survey Assessor Acceptance: Yes

In 2014 and 2015 OPG has issued surveys for specific user groups. Financial Guardians were surveyed in the latest wave in September 2015 and the results are shown as evidence here. The opportunities for respondents to comment help to identify where improvements to service delivery can be made.

HAP315: PRHP and HOHP survey pilots Assessor Acceptance: Yes

The open questions used in the pilot surveys enable those who have been through the application process to say what they think could be improved about the process and what worked well for them. The resulting feedback will provide useful intelligence for the tribunals' President to consider.

HAP316: PATS User Survey Assessor Acceptance: Yes

Surveys are given to every appellant who attends a hearing at George House. There are questions on timeliness, delivery and accessibility of facilities. Feedback is used to inform training events for staff and members and improve PATS procedures.

HAP390: One stage juror citation evaluation results Assessor Acceptance: Yes

Questionnaires for cited jurors were issued to evaluate the pilot of one-stage juror citation in GH&I. Some respondents reported difficulties accessing the SCTS website guidance. The new citation form gives advice to jurors who do not have internet access or cannot connect to the SCTS website.

1.3.3.1: We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service,

RP03 - September 2016. Continued compliance in this element is demonstrated by the evidence presented. The questions asked in the Court User Satisfaction Survey survey seek customer reports on satisfaction on aspects of delivery, timeliness, information, access, and the quality of customer service they experience. RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.3.3.2: as well as specific questions which are informed by customer insight.

The way the questions are asked in surveys and the responses collected give good confidence that customer insight has been used and further developed in the consultative process. There are also demonstrations of customer insight in the structure of questions. As was noted in element 1.1.3, the OPG has undertaken a new and extensive range of highly detailed customer satisfaction consultation. These surveys cover a wide range of issues such as; Access to Funds, Early Intervention, Lay Financial Guardianship, Consent to Sell, Simplified Accounting, Guardianship Renewal etc. The quality of the work demonstrated here, allied with the customer insight used, raises the scoring in this element to compliance plus. RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

Evidence Value: Fully Met

1.3.4: We set challenging and stretching targets for customer satisfaction and our levels are improving.

Applicant Self Assessment: Insufficient
 Compliance to Standard: Partial Compliance

Active Evidence

HAP409: SCTS Court User Satisfaction Survey 2015 Assessor Acceptance: Yes

Overall satisfaction was 89% in both 2013 and 2015. The percentage who said they were 'very satisfied' improved by 3% to 64%. Improvements on 2013 results were recorded in four Sheriffdoms. The decline since 2013 in one Sheriffdom was probably due, in part, to the composition of the sample.

HAP414: SCTS Board Strategy Map Assessor Acceptance: Yes

The Strategy Map (see Corporate Plan page 10) shows that the seven strategic priorities of the SCTS include a well-supported judiciary and satisfied court users. The others relate to ways the SCTS can develop and improve in future, and are supported by more detailed objectives on pages 20-26.

HAP415: SCTS Corporate Plan 2017-20 Assessor Acceptance: Yes

The Plan sets out a range of strategic priorities supported by specific milestones published in annual Business Plans. Priorities are aligned with specific strategic objectives which support the delivery of excellent services despite challenging stakeholder expectations and reducing budgets.

HAP416: SCTS Board Scorecard Assessor Acceptance: Yes

The SCTS Board Scorecard was approved by the SCTS Board and provides detailed indicators on satisfaction and key drivers such as waiting times for court dates and staff engagement. The Board determined the target range for achievement and uses a traffic light system to monitor progress.

1.3.4.1: We set challenging and stretching targets for customer satisfaction

RP01 - September 2017. the evidence clearly shows that the Service has set appropriate and challenging targets for customer satisfaction across all areas of its service delivery.
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

1.3.4.2: and our levels are improving.

RP2 2018 The results of the SCTS Court User Satisfaction Survey 2017 show impressive improvements in customer satisfaction levels. Overall satisfaction has risen from 89% in both 2013 and 2015 to 92% in 2017. However, this theme remains partially compliant because there is not yet sufficient customer satisfaction data from the Tribunals to show improving satisfaction levels. The Tribunals have some customer satisfaction testing processes in place or planned, but at present are unable to demonstrate sufficient historic information to show a positive trend in customer satisfaction. The evidence in this area needs more time to mature and show the consistent trend required for compliance to be achieved.

Evidence Value: Partially Met

1.3.5: We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP46: EROL online recruitment Assessor Acceptance: Yes

Following feedback from users, which is recorded on a query tracker, EROL is periodically upgraded to ensure it is more user-friendly. HRU are also working with IT to ensure that the system is more effective and reliable, and further upgrades are planned.

HAP511: OPG Electronic Powers of Attorney Assessor Acceptance: Yes

OPG offers a service whereby people seeking to register their powers of attorney can submit their documents online. Insight from customer comments and common input errors led OPG to revise the layout of the webpages and update the content to make navigation easier and information more accessible.

HAP512: Development of new ASNTS website Assessor Acceptance: Yes

With tribunals transferring into a Chamber structure, the opportunity was taken to redesign their websites to align with SCTS Branding. Particular care was taken with the Health and Education Chamber website to offer an accessible site for young people with additional support needs (see page 12).

HAP513: Fine payment trends Assessor Acceptance: Yes

The facility to pay fines on-line was developed and implemented through analysis of the process and user experience. Additional methods of fine payment are also now available and payment trend analysis since introduction shows an increase in use of on-line and other new modes of payment.

HAP514: Personal Online Development (POD) Assessor Acceptance: Yes

Based on user feedback on its original functionality, POD now enables managers to create, edit and approve learning plans for their staff. A 'comments' feature on learning plans allows additional dialogue about development. POD also now offers keywords to improve the search facility for courses.

HAP515: Technology and Innovation Group Assessor Acceptance: Yes

The SCTS Technology and Innovation Group was set up to evaluate and determine suggestions from staff as to how systems and processes may be improved. Minutes from the quarterly meetings are available for inspection on the SCTS intranet.

1.3.5.1: We have made positive changes to services as a result of analysing customer experience,

RP2 2018 There is sound evidence of positive changes to services being made as a result of analysing customer experience, well exemplified in Business Plans and service improvement Action Plans. There is ample evidence of process mapping demonstrating that an analytical approach is used to identify customer reaction at each stage of the process, with identification of barriers, and steps taken to reduce these and improve services. One area where customer demand has changed in recent years relates to the payment of fines, with the move away from cash payments over the counter to online payment facilities. The OPG has revised the layout of the web pages and updated content to improve the electronic service for registration of powers of attorney and online submission of documents.

Evidence Value: Fully Met

1.3.5.2: including improved customer journeys.

RP2 2018 There is a clear commitment to making things easier for customers through customer journey mapping. The SCTS Technology and Innovation Group was set up to use suggestions from staff to improve systems and processes.

Evidence Value: Fully Met

2: The Culture of the Organisation

2.1: Leadership, Policy and Culture

2.1.1: There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP415: SCTS Corporate Plan 2017-20	Assessor Acceptance:	Yes
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Two of the SCTS's Objectives are "to seek the views of all those who use our services through quality surveys and feedback to meet diverse user needs, assess the effectiveness of our service and inform further improvement" and to use the CSE standard to measure and improve on quality of service.

HAP417: SCTS Mainstreaming Equality Report 2017	Assessor Acceptance:	Yes
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The Mainstreaming Equality Report shows the steps taken to make sure that the SCTS is welcoming and accessible to all staff and court users with specific protected characteristics. It follows consultation with representatives of the Equality Advisory Group.

HAP418: Festive REward and Flexi-credit for all SCTS staff	Assessor Acceptance:	Yes
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In October 2016 the SCTS Chief Executive, Eric McQueen, announced that all staff would be entitled to a £30 festive reward plus flexi-credit in recognition of their contribution to introducing the new ICMS computer system for civil business and achieving CSE re-accreditation.

HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter	Assessor Acceptance:	Yes
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These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

HAP420: Tribunals User Charter	Assessor Acceptance:	Yes
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A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

HAP421: OPG Customer Charter	Assessor Acceptance:	Yes
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The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

2.1.1.1: There is corporate commitment to putting the customer at the heart of service delivery

RP01 - September 2017. The evidence review, supported by feedback in the customer questionnaires and customer, partner, staff and stakeholder commentary to the assessors, clearly demonstrates continued compliance in this element.
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.1.1.2: and leaders in our organisation actively support this and advocate for customers.

From the Leadership team, through the management levels and the front line staff, the assessors received a consistent message of an approach that enables equality of access to Justice and support for all customers.
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.1.2: We use customer insight to inform policy and strategy and to prioritise service improvement activity.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

New Evidence

HAP571: SCTS Digital Strategy 2018-23 Assessor Acceptance: Yes

The new SCTS Digital Strategy 2018-23, published in May, aligns with the SCTS Corporate Plan and outlines areas in which it is expected the SCTS will be leading IT developments in consultation with justice partners and service users over the next few years.

HAP575: Development of 'Needs to Learn' Website Assessor Acceptance: Yes

Following a change in legislation that allows children aged 12-15 to bring an application to the ASN jurisdiction of the Health and Education Chamber, a new children's website was developed - Needs to Learn. The design of the website included input from children with additional support needs.

Active Evidence

HAP515: Technology and Innovation Group Assessor Acceptance: Yes

The SCTS Technology and Innovation Group was set up to evaluate and determine suggestions from staff as to how systems and processes may be improved. Minutes from the quarterly meetings are available for inspection on the SCTS intranet.

HAP516: OPG Professional Guardians Scheme Assessor Acceptance: Yes

OPG launched a scheme for professional Guardians managing five or more cases, realising time and cost savings. It was developed with a major legal firm, offering sector insight. Information seminars and training workshops were rolled out. Firms benefit from quicker review times and remuneration.

HAP518: One-Stage Juror Citation Roll-out Assessor Acceptance: Yes

A leaner process for selecting up to date addresses from the current electoral register was piloted in GH&I in 2014-15 and then rolled-out to other Sheriffdoms in 2016. Evaluation of the pilot by questionnaire was reported in the SCTS Annual Report 2015-16 (p 21 of pdf, col 1).

HAP519: Continuous Improvement Mapping for Data Breaches Assessor Acceptance: Yes

In October 2016 MHTS led an event with stakeholders on external data breaches. Various problem areas were identified and participants created an action plan to ensure that improvements would be made.

2.1.2.1: We use customer insight to inform policy and strategy

RP2 2018 Customer insight is used extensively to inform policy and strategy, as shown in the extensive work that has been done to improve the customer journey for those cited for jury duty. The one stage jury citation process has streamlined citation and encouraged jurors to respond to their citation through a dedicated web portal. Jurors are also given a dedicated telephone number to ring the night before to check whether they are required to attend Court the following day.

Evidence Value: Fully Met

2.1.2.2: and to prioritise service improvement activity.

RP2 2018 Customer insight is used extensively to prioritise service improvement activity, meriting Compliance Plus. Customers report that waiting times and lack of information from Court staff are two main areas of dissatisfaction, which each Court is actively addressing. The Bowen Reforms are designed to reduce the number of victims, witnesses and professional court users attending court – only to find out that their case cannot proceed. The OPG has launched a new scheme for professional guardians who have five or more guardianship cases, which brings time savings and cost benefits. Under the new scheme, the OPG no longer undertake the traditional full annual account review on every case but randomly sample a selection, and assuming the audits on these are 'clean' will accept the remainder with a covering one page summary sheet only. This markedly improves the time taken for audit and thus for remuneration to be awarded.

Evidence Value: Fully Met

2.1.3: We have policies and procedures which support the right of all customers to expect excellent levels of service.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP317: SCTS Court Users' Charter/OPG Customer Charter Assessor Acceptance: Yes

The SCTS Court User's Charter and the OPG Customer Charter set out standards of service that users and customers should expect and the SCTS's and the OPG's commitments to their users and customers.

HAP318: SCTS Equality Outcomes Assessor Acceptance: Yes

The Equality Outcomes, revised in 2015, show how the SCTS respects the needs of every person with whom it interacts, and sets out its commitment to be proactive in identifying needs.

HAP319: SCTS Dignity at Work Annual Report 2014-15 Assessor Acceptance: Yes

This report describes progress from phase 2 of the Dignity at Work project, including the development of e-learning for staff, improved staff survey ratings in relation to bullying and harassment, and more contact points for staff experiencing unacceptable behaviour.

HAP320: SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman's model system and guidance for court users and court staff is published on the website and intranet respectively.

HAP321: Standards of Service for Victims and Witnesses Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCTS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The standards were published on the SCTS website in April 2015.

HAP322: One Service and Dignity at Work e-learning Assessor Acceptance: Yes

In recent years the SCTS has developed e-learning designed by its own staff, some of whom appear in filmed vignettes, to highlight the SCTS's duties under the Equality Act 2012 and staff's obligations to treat all colleagues and users fairly and with respect.

2.1.3.1: We have policies and procedures which support the right of all customers to expect excellent levels of service.

RP03 - September 2016. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. The presented evidence is strong and convincing that clear policies, procedures and directions are issued regarding the rights of all customers to experience excellent services. The customer care, equal opportunities and disability policies and procedures are reinforced by the service planning approach and visible in the pledges in the charters. Staff commentary at all site visits was clear, consistent and strong on the issues addressed in this element.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.1.4: We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP214: SCS Complaints Handling Guidance Assessor Acceptance: Yes

The SCS is required by statute to implement a two-stage complaints handling process by April 2014. The guidance for SCS staff and members of the public has been certified as compliant by the Scottish Public Services Ombudsman's Office. A related IT system is being tested during 2014.

HAP409: SCTS Court User Satisfaction Survey 2015 Assessor Acceptance: Yes

Satisfaction ratings for staff politeness and helpfulness were again high in 2015. We did not ask questions about 'fairness'; although users may have been treated fairly they may have thought the outcome of their case was unfair. No major concerns about fairness were raised in the open questions.

HAP422: Annual Report on Standards of Service for Victims and Witnesses Assessor Acceptance: Yes

In preparing the 2016-17 report, views of support agencies represented at the Victims Organisations Collaboration Forum Scotland, chaired by Victim Support Scotland, were sought. This provided valuable feedback on the delivery of SCTS and other services and how they might be developed.

HAP423: HRU Equality Impact Assessment Assessor Acceptance: Yes

The Human Resources Unit has revised and revised the template for equality impact assessments, principally for its internal use. When approved by the trade union side this is likely to be rolled out throughout the rest of the SCTS.

2.1.4.1: We ensure that all customers and customer groups are treated fairly

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. There is strong documentary evidence in this area and this is supported by the local evidence obtained in observation of service delivery and in discussion with staff, partners, customers and other stakeholders. The assessors were impressed by the commentary from staff about their approach to equality and ensuring equal access for all to Justice.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.1.4.2: and this is confirmed by feedback and the measurement of customer experience.

The documentary evidence presented is strong and shows that thought has been given to testing customer opinions on whether they are treated fairly. It is clear from discussions, especially with the research team, that the research mechanisms are fully open and sensitive to the needs of minority groups and adequately analysed to accurately reflect the views of those groups.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.1.5: We protect customers’ privacy both in face-to-face discussions and in the transfer and storage of customer information.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP569: 10 Golden Rules poster	Assessor Acceptance:	Yes
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The poster sets out the practical steps that need to be adopted to keep information secure and includes the 10 Golden Rules designed to strengthen practices. These rules were updated in 2016 to improve the clarity of the messages for SCTS staff.

Active Evidence

HAP46: EROL online recruitment	Assessor Acceptance:	Yes
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The EROL system ensures that job applications are confidential. Staff who are recruiting cannot see the identities of applicants when sifting. This brings objectivity to the recruitment process.

HAP520: SCTS Privacy Notice	Assessor Acceptance:	Yes
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In May 2018 the Human Resources Unit informed all SCTS staff about the introduction of an Employee Privacy Notice, explaining what types of information it holds, retention and destruction periods, and how it collects and uses data to meet data protection obligations under the new GDPR.

HAP521: New SCTS Security Classifications Policy	Assessor Acceptance:	Yes
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This policy, launched in February 2015 and updated in 2018, emphasises to all staff the importance of correctly marking electronic and paper files and documents. The basic level is ‘Official’, which can be modified by descriptors like ‘Commercially Sensitive’, ‘Sensitive’ and ‘Personal’.

HAP522: CSB Sheriff Court Judgment Checking	Assessor Acceptance:	Yes
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Since 2013 Court Services Branch/Operations Delivery Business Unit has been checking all Sheriffs’ judgments and Fatal Accident Inquiry determinations before they are uploaded to the SCTS website to ensure that sensitive and personal data (e.g. addresses and bank account details) are not published.

HAP523: Record Keeping Surgery Days	Assessor Acceptance:	Yes
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Surgeries for Sheriff Clerks and Office Managers were held in Glasgow, Edinburgh and Inverness during 2017/18 to provide training in records management, safe record handling and Data Protection and Freedom of Information legislation.

2.1.5.1: We protect customers’ privacy both in face-to-face discussions

RP2 2018 As would be expected in the Court Service, a robust approach is taken to protect customers’ privacy in face-to-face discussions. Private interview rooms are available, should the need arise.

Evidence Value: Fully Met

2.1.5.2: and in the transfer and storage of customer information.

RP2 2018 The procedures for the transfer and storage of customer information are clear and well publicised. The Security Classifications Policy, updated in 2018, strengthens what were already robust procedures with regard to correct marking of electronic and paper files and documents. The colourful and attractive ‘10 Golden Rules’ poster is particularly helpful in reminding staff about procedures for protecting information assets. All Sheriffs’ judgements and Fatal Accident Inquiry determinations are checked before being uploaded to the SCTS web site, to ensure inappropriate personal data is not published.

Evidence Value: Fully Met

2.1.6: We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP323: Staff Focus magazine Assessor Acceptance: Yes

The SCTS Staff Focus magazine on the SCTS intranet shares stories of excellent customer service and charity work. The February 2016 edition is shown as an example (and includes a review of staff engagement days that is relevant to HAP325 below).

HAP324: One Service e-learning Assessor Acceptance: Yes

One Service is mandatory for all staff and should be undergone each year. It explains SCTS diversity policies and offers guidance on how to deal with people who present with protected characteristics.

HAP325: Staff Engagement Days Assessor Acceptance: Yes

Staff engagement days are part of SCTS policy and are an opportunity for SCTS Executive Directors to meet staff in all locations. They enable two-way feedback between Executive Directors and staff and summarised notes from each session are circulated to all staff.

HAP326: Customer Service and Complaints e-learning Assessor Acceptance: Yes

A new voluntary e-learning module 'Dealing with service users and complaints handling' was launched along with the new Complaints Procedure in April 2014. Since April 2015, over 400 staff have accessed the module.

HAP327: Customer Service SVQs Assessor Acceptance: Yes

The SCTS has a long tradition of offering relevant vocational qualifications to staff. Since April 2015, four members of staff have completed the Customer Service SVQ, with the course work largely done in their own time.

HAP328: TIB Concerns and Successes - best seen at visit Assessor Acceptance: Yes

Daily Team Information Board meetings enable staff to discuss concerns, their causes, and countermeasures. All staff can raise concerns and suggest improvement ideas which can, if required, be escalated to senior managers for approval. The Boards are available to be seen at visits.

2.1.6.1: We empower and encourage all employees to actively promote

RP03 - September 2016. A continued compliance plus is reflected in the updated evidence. The empowering of staff to promote customer focused service delivery is a significant feature of the recent history of SCTS. There are appropriately strong policies supported by training, clear local line management and by written materials noted in the presented evidence that are readily accessible.

RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

Evidence Value: Fully Met

2.1.6.2: and participate in the customer focused culture of our organisation.

Observation gives a great deal of confidence that employees are ready participants in the customer focused culture of the organisation. In practice, the approach of all staff is directed very clearly to improved customer services and putting each customer at the heart of delivery decisions. There is every reason to believe that the preferred culture applies in practice, including the views of many stakeholders met at visit. Once again staff commentary at all site visits was clear, consistent and strong on the issues addressed in this element.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.2: Staff Professionalism and Attitude

2.2.1: We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.

Applicant Self Assessment: Strong

Compliance to Standard: Compliance Plus

Active Evidence

HAP216: E-learning Modules for Staff	Assessor Acceptance:	Yes
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All SCS staff are required to complete e-learning modules every year on Health & Safety, equality and data handling. A recent new module on customer-focused service provision has been launched to coincide with the introduction in April 2014 of the new two-stage SCS complaints procedure.

HAP217: Understanding Customers Course Synopsis	Assessor Acceptance:	Yes
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Front Line staff are able to apply to go on a one-day 'understanding customers' course which includes the importance of customer service principles to the SCS, visual and verbal behaviours, active listening and questioning techniques, and written and phone communications.

HAP222: Recruitment Guidance and Assessment	Assessor Acceptance:	Yes
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The SCS provides guidance to job applicants on its recruitment process, how to apply for jobs on-line, and what to do if invited to an interview. The SCS has been audited on behalf of the Civil Service Commissioners and has been given a green rating for recruitment compliance and capability.

HAP424: SCTS Purpose, Vision and Values	Assessor Acceptance:	Yes
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The SCTS purpose, vision and values have been revised and simplified based on feedback provided by staff at a series of staff engagement events in autumn 2016. After being approved by the SCTS Board the new purpose, vision and values was launched in April 2017.

HAP425: Online Learning and Development Prospectus	Assessor Acceptance:	Yes
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A new online Learning and Development portal has been developed for all SCTS staff, linked to their annual IPR and personal development plans. The prospectus shows a wide range of courses available on management, personal growth, leadership and technical skills.

HAP52: Leadership Through Coaching	Assessor Acceptance:	Yes
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The Leadership Through Coaching Programme raises awareness of how to conduct people centred conversations in internal and external contexts, and empowers staff to resolve problems themselves.

2.2.1.1: We can demonstrate our commitment to developing and delivering customer focused services through our recruitment,

RP01 - September 2017. The evidence has been updated by the service and, combined with very strong and clear commentary from staff, fully warrants a continuation of the Compliance Plus score.

Throughout this rolling programme the assessors tested with staff their experience of the recruitment and development processes.

RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

Evidence Value: Fully Met

2.2.1.2: training and development policies for staff.

The commentary received from staff was consistent, reliable and, fully aligned with the policies identified in the corporate evidence. Throughout this assessment staff at all levels demonstrated a clear commitment to delivering the highest quality of customer service, and to ensuring equal access of all to the justice system.

The commentary from staff gives a high degree of confidence that the customer focused training and development policies are robust, and are subsequently delivered at the front line.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.2.2: Our staff are polite and friendly to customers and have an understanding of customer needs.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

New Evidence

HAP576: SCTS Sheriff & JP Court Users' Charter and Supreme Courts Customer Charter Assessor Acceptance: Yes

The SCTS Sheriff and JP Court Users' Charter and the Supreme Courts Customer Charter set out standards of service that court users should expect and the SCTS's commitments to court users. Staff who deal with court users are encouraged to familiarise themselves with what is in these Charters.

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The SCTS Court User Satisfaction Survey provides ratings for politeness and helpfulness. The 2017 results are reported in Chapter 4 on pages 32-35 of the pdf and they are fully broken down by user group and sheriffdom in Tables 4.1 to 4.4 on pages 109-110 of the pdf.

HAP524: SCTS Purpose, Vision and Values Assessor Acceptance: Yes

New values and behaviours were introduced in the 2017 SCTS Corporate Plan (see page 6 of pdf) and are being led from Board level down. Staff behaviours and performance are measured against the SCTS values using the IPR2 system.

HAP525: SCTS Mainstreaming Equality Report 2017 Assessor Acceptance: Yes

The SCTS Mainstreaming Equality Report 2017 shows the progress the SCTS has made in making equality integral to the exercise of its functions. The SCTS aims to be proactive in identifying court users' needs and this ethos is perhaps also seen to good advantage at assessors' visits.

HAP527: OPG Customer Charter Assessor Acceptance: Yes

The OPG Customer Charter sets out the standards of service that its customers can expect and explains how to provide feedback about these services.

HAP528: Tribunals User Charter Assessor Acceptance: Yes

The Tribunals User Charter sets out the purpose and aims of Scottish Tribunals, information provision, what users can expect of tribunals staff, what tribunals staff expect of users, and contact details for each tribunal.

2.2.2.1: Our staff are polite and friendly to customers

RP2 2018 Staff are polite and friendly, demonstrating great dedication and commitment, which is very much appreciated by customers and partners alike. The desire to 'go the extra mile' for customers was well demonstrated on the visit and merits Compliance Plus. Observation of service delivery, survey feedback and discussion with various customer groups confirms that all customers receive a polite and friendly service consistent with the Court Users' Charter. The Court User Satisfaction Survey 2017 found that 97% of user groups felt that Court staff are polite and 96% thought that staff are helpful.

Evidence Value: Fully Met

2.2.2.2: and have an understanding of customer needs.

RP2 2018 It was very well demonstrated on the visit that staff have an impressive understanding of customer needs, which is very much appreciated. This again merits Compliance Plus. Similarly, staff demonstrated that they understand the needs of customers even when those needs are less than clear at presentation; a significant issue for some customer groups. Staff attitudes in practice were found to be excellent.

Evidence Value: Fully Met

2.2.3: We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP329: SCTS Purpose, Vision and Values Assessor Acceptance: Yes

All SCTS job specifications and appraisals are linked to our purpose, vision and values which are in turn linked to customer focused values. The evidence here is pasted from the SCTS Annual Report and Accounts 2014-15.

HAP330: Individual Performance Review (IPR) Assessor Acceptance: Yes

Performance review is linked to SCTS values and behaviours which emphasise providing a high quality service. Managers reflect on key achievements over the reporting period and the upholding of promoted values.

HAP331: Community Impact Indicators Assessor Acceptance: Yes

Community Impact Indicators record community events at which court staff help to explain the work of the courts, often in their own time. The Indicators are monitored by the Executive Team and the SCTS Board. Some are publicised in the Staff Focus magazine on the SCTS intranet.

HAP332: Learner of the Year Award Assessor Acceptance: Yes

A Learner of the Year award has been introduced. Staff at all levels can nominate their colleagues or themselves. The award seeks to recognise staff who have not only undertaken a level of learning but have transferred that learning back into the workplace and made a positive, measurable difference.

HAP333: Supreme Courts Business Plan Assessor Acceptance: Yes

Local business plans are set by each individual business unit. They are formed as the basis for the local approach to achieving corporate plans. Staff participate in the formation of the plan and objectives for individual performance management are taken from them.

HAP391: Training Report Assessor Acceptance: Yes

Training reports are provided quarterly to the SCTS Board. They include course evaluations and trainer ratings. Any major changes to technical training, vocational qualifications offered or e-learning have to be signed off by the Board before they are introduced.

2.2.3.1: We prioritise customer focus at all levels of our organisation

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. The service delivery model of SCTS makes customer focus a priority and it is clear that this is a key driver for staff development and reward systems, including well understood policies that have a strong supporting role.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.2.3.2: and evaluate individual and team commitment through the performance management system.

The IPR process, the training needs analysis and the management / staff review mechanisms, all indicate that teams and individuals across the service are evaluated on their ability to deliver customer focused services. Once again staff commentary throughout the assessment was clear, consistent and strong on the issues addressed in this element.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

2.2.4: We can demonstrate how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP413: Staff Engagement Days 2016 Assessor Acceptance: Yes

Pages 6-8 of the Feb 2017 Staff Focus magazine summarise proceedings from the 2016 staff engagement day events at venues throughout the country, where staff and senior managers come together to discuss new corporate and strategic development and issues of concern to staff.

HAP426: OPG Guardianship Review Assessor Acceptance: Yes

Following on from a recent 7S review, the OPG’s guardianship processes continue to be reviewed. Seven workstream groups were set up, with staff from the guardianship team having key roles in bringing about change. The meeting notes give a flavour of the feedback from workstream group to core group.

HAP427: MHTS Slice Review Staff Meetings Assessor Acceptance: Yes

Administration introduced local slice review meetings with staff from different grades from all areas of operations to discuss and review areas of the business to improve on. These meetings have proved invaluable due to the level of participation and the progress of the ideas raised.

HAP428: Housing Tribunals’ Website Pulse surveys Assessor Acceptance: Yes

The HOHP and the PRHP ran pulse surveys on their websites from April to November 2016, before the creation of the new Scottish Tribunals Housing and Property Chamber on 1 December. In response to comments received from users, modifications to both websites were made, making them more user-friendly.

HAP62: Visual Measurement Board Assessor Acceptance: Yes

Staff discuss the team's performance and any problems encountered at regular VMB meetings. They engage in problem solving and suggest improvements to systems and processes, resulting in improved workflow which reduces waiting times for customers. Action points are recorded and reviewed.

2.2.4.1: We can demonstrate how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning.

RP01 - September 2017. The evidence review, supported by commentary from staff and partners to the assessors, clearly demonstrates that a continued Compliance Plus score is justified in this element. Throughout the assessment staff gave clear and consistent commentary on their ability to influence service development, planning and processes with a number of examples cited regarding the implementation of the new ICMS system.

RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

Evidence Value: Fully Met

2.2.5: We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP150: Counters and Receptions Assessor Acceptance: Yes

Public Counters in courts have a lot of information that can be provided to court users on request, and this, along with court staff interacting with court users and giving them information, can be seen during assessors' visits.

HAP529: Instant Rewards Assessor Acceptance: Yes

Staff who go 'an extra mile' to deliver a piece of work can be recognised by their line manager with an instant reward that says thank you to someone who has put in extra effort or produced something of exceptional quality. Use of these Rewards is recorded in Tables 4.4-4.7 of the People Scorecard.

HAP530: SCTS Corporate Plan 2017-20 Assessor Acceptance: Yes

The content of the new SCTS Corporate Plan is prepared by the Executive Team and signed off by the SCTS Board. How corporate objectives will be attained is a key component of court and team business plans and the IPR objectives of individual members of staff.

HAP531: Staff Engagement Days and Summer Tours Assessor Acceptance: Yes

Staff engagement days give staff the opportunity to feed back on all aspects of service delivery to the Executive Team, who also visit all courts and units during the summer to discuss local issues with staff. Notes and corporate action points from engagement days are circulated to staff.

HAP532: Celebration of Success Awards Assessor Acceptance: Yes

Annually all staff who achieve qualifications that improve job performance in the SCTS are recognised at an award ceremony. Awards are presented by a SCTS Board member, and the ceremony is attended by a number of senior managers.

HAP533: SCTS Annual Report 2016-17 Assessor Acceptance: Yes

In their forewords to the SCTS Annual Report and Accounts 2016-17, laid before Parliament and published on the SCTS website, both the Lord President (Chair of the SCTS Board) and the SCTS Chief Executive praised SCTS staff for their efforts (pages 4 and 5 of pdf).

2.2.5.1: We value the contribution our staff make to delivering customer focused services,

RP2 2018 It is clear that the contribution staff make to delivering customer focused services is highly valued, as shown by the 'Instant Rewards' scheme, which celebrates the achievement of staff. Also popular are the Staff Engagement Days and Summer Tours by the Executive Team to discuss local issues. Annually, all staff who achieve qualifications that improve job performance are recognised at an award ceremony. There is a good staff benefits package in place which is appreciated, together with a positive approach by managers to requests for flexible working. Compliance Plus is maintained.

Evidence Value: Fully Met

2.2.5.2: and leaders, managers and staff demonstrate these behaviours.

RP2 2018 The customer focused culture is strongly embedded at all levels of the organisation, as confirmed through discussions and observations on the visit. SCTS achieved the highest engagement ratings of any devolved Scottish organisation covered by the Civil Service annual People Survey in 2017.

Evidence Value: Fully Met

3: Information and Access

3.1: Range of Information

3.1.1: We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP150: Counters and Receptions	Assessor Acceptance:	Yes
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Public Counters in courts have a lot of information that can be provided on request, and this, along with SCS staff interacting with court users and giving them information, can be seen during assessors' visits. Courts also display posters with information about services and opening times.

HAP219: SCS Website Information	Assessor Acceptance:	Yes
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The SCS website provides a range of information for court users and interested members of the public including court locations, daily court business, rules of court, news and contact details. A link to the SCS Executive Team can be found on the 'About SCS' webpage, accessible from the home page.

HAP220: OPG Website Information	Assessor Acceptance:	Yes
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The OPG website provides a range of information about OPG's services, news items, frequently asked questions, and it offers downloadable forms. The 'Who we are' page, accessible from the home page and the 'Who are we' page, names key senior staff.

HAP429: Guides to Jury Service	Assessor Acceptance:	Yes
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Instead of sending bulky envelopes with hard copy guidance by post, cited jurors are referred to the online guidance for coming to court and what to expect from the experience. If cited jurors do not have online access they can request hard copy paperwork from the citing court.

HAP430: SCTS Annual Report & Accounts 2015-16	Assessor Acceptance:	Yes
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The SCTS Annual Report & Accounts describes SCTS performance against Corporate Plan commitments, has forewords by both the Chair of the SCTS Board and the Chief Executive, and names members of the SCTS Board and the Executive Team.

HAP431: SCTS Intranet Pages	Assessor Acceptance:	Yes
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The SCTS intranet pages include significant information about operational and corporate teams, technical manuals and other support for operational staff, links to specialist 'hubs' and applications, and links to online training and development.

3.1.1.1: We make information about the full range of services we provide available to our customers and potential customers,

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. The corporate evidence in this element is clear and consistently presented in posters, leaflets and on the website.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.1.1.2: including how and when people can contact us,

The information provision was demonstrated to include relevant information on how customers can access the service, and :-

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.1.1.3: how our services are run and who is in charge.

also includes appropriate and relevant information as to who is responsible for the service delivery at each service or location.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.1.2: Where there is a charge for services, we tell our customers how much they will have to pay.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP534: SCTS Court Charges, Fees and Exemptions Assessor Acceptance: Yes

The SCTS currently follows the Model Publication Scheme provided by the Scottish Information Commissioner which indicates the calculation of any charges to be levied. Court fees, exemption criteria and forms to seek exemption are available on the SCTS website and may be uplifted from all courts.

HAP535: OPG Fees Assessor Acceptance: Yes

The OPG administers a range of services including Powers of Attorney and Guardianship Orders. Fees and fee exemptions are detailed on the OPG website. When fees are to change, customers are notified via various channels.

HAP536: People Scorecard and HRU Business Plan Assessor Acceptance: Yes

These are published on the SCTS intranet to allow staff to understand the costs involved for HRU services. The Scorecard provides information on costs for payroll and training as well as information on sick absence. The Business Plan shows the details of future projects.

HAP537: Lands Tribunal for Scotland Fees Assessor Acceptance: Yes

Most tribunals are non fee-paying services apart from the Lands Tribunal for Scotland (LTS), which charges fees to process applications. Fee levels are shown clearly on the LTS website. The Housing and Property Chamber website shows that fees are not chargeable.

HAP538: SCTS Publication Scheme Assessor Acceptance: Yes

The SCTS Publication Scheme is available on the SCTS website, and is based on the Model Publication Scheme produced by the Scottish Information Commissioner. Pages 2-3 clearly detail applicable charges for reproduction and postage.

3.1.2.1: Where there is a charge for services, we tell our customers how much they will have to pay.

RP2 2018 There is clear evidence, including information on the web site and on prominent posters, that customers have access to appropriate information about the costs of those aspects of this service for which there may be charges. Similarly, arrangements for payment, in particular for fines, are clear and well publicised.

Evidence Value: Fully Met

3.2: Quality of Information

3.2.1: We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP226: Understanding Information	Assessor Acceptance:	Yes
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Staff will, when necessary, check court users' understanding by corresponding with them following telephone conversations and there is a variety of ways of providing information about SCS service provision in appropriate languages and formats to suit court users' preferences.

HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter	Assessor Acceptance:	Yes
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These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

HAP421: OPG Customer Charter	Assessor Acceptance:	Yes
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The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

HAP71: Specialist Telephone Lines	Assessor Acceptance:	Yes
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All courts offer the Language Line service for people whose first language is not English, enabling them to speak to someone in their own language. Text Relay enables deaf, hard of hearing and speech impaired people to contact others by telephone.

HAP72: Generic E-mail Boxes	Assessor Acceptance:	Yes
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All courts and most of the HQ business units have a generic e-mail box where customers can submit enquiries. These e-mail boxes are checked daily to expedite service and avoid delays when staff are away from their desks, ill or on leave.

HAP73: Web Accessibility Initiative Standards	Assessor Acceptance:	Yes
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SCS is committed to the Website Accessibility Initiative which ensures the accessibility to an international standard of websites to disabled users. Feedback is encouraged from users via this page to inform us about how we might make the site more accessible.

3.2.1.1: We provide our customers with the information they need in ways which meet their needs and preferences,

RP01 - September 2017. The evidence review, supported by feedback in the customer questionnaires and customer commentary to the assessor, demonstrates continued compliance in this element. Customers can access information in ways that meet their needs and preferences. Information can be provided electronically, where appropriate, or in hard copy or both and in different formats according to customers' needs and preferences.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.2.1.2: using a variety of appropriate channels.

The information provision channels generally seem to meet with customer needs. Customer feedback indicates that customers are happy with the channels available. The Court Users' Charter leaflets were observed to be readily available in the public areas of all courts visited during this assessment.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.2.2: We take reasonable steps to make sure our customers have received and understood the information we provide.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP75: Fines Enforcement Teams Assessor Acceptance: Yes

People who are sentenced to pay fines are later written to by the SCTS, setting out the order of the court and payment options. The SCTS aims to replace Sheriffdom Fines Enforcement Teams with a National Unit to simplify sharing best practice guidance, improve consistency and develop staff skills.

HAP76: Public Counters - best seen at visit Assessor Acceptance: Yes

Steps are regularly taken to educate front line staff about the needs of court users, including e-learning courses on equalities and vocational qualifications in customer service. Interactions with court users are best seen as and when they occur.

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

Court users were asked about accuracy and helpfulness of information provision by court staff in the 2017 survey with 97% finding it accurate and 97% finding it helpful (see pages 111-112 of pdf). Feedback about unmet information needs was given to all courts for local review and action.

HAP539: Understanding information Assessor Acceptance: Yes

Court and tribunal users can be given documents, on request, in large print, in other languages, as audio recordings, or in Easy Read format, to enhance users' understanding. The Pension Appeals Tribunal Scotland uses questionnaires and follow-up letters to inform users.

HAP540: Leaflet for Unrepresented Accused in JP Courts Assessor Acceptance: Yes

The SCTS has created notes for unrepresented accused in JP Courts who have pled not guilty by letter. These include pre-trial procedure, such as disclosure of evidence and intermediate diets; guidance on self-representation at trial; and how to appeal against conviction and/or sentence.

HAP541: OPG Outreach – Narrated Notes Assessor Acceptance: Yes

OPG provides awareness sessions, workshops and training to external organisations on the Adults with Incapacity Act and OPG's statutory functions. These sessions are supplemented with narrated notes so that attendees have an accurate and consistent summary of the session content to take away.

3.2.2.1: We take reasonable steps to make sure our customers have received

RP2 2018 Every effort is made to ensure full information is given to customers. The external survey research is clear and well structured, demonstrating that the accessibility of good quality information and the usefulness of this have been tested with customers. In the Court User Satisfaction Survey 2017, the majority of jurors (93%), victims in a criminal case and supporters of victims (83%), witnesses in a criminal case, supporters of criminal case witnesses, spectators/tourists and others (82%), and all other professionals (82%) said they had received updated information from Court staff during their visit to court. In all Sheriffdoms at least 93% of respondents said that the update information provided to them was either 'very' or 'fairly' helpful. Observation of service delivery demonstrated effective face-to-face work by staff to improve the quality of information experienced by customers, particularly if they are hard to reach.

Evidence Value: Fully Met

3.2.2.2: and understood the information we provide.

RP2 2018 A wide range of meetings, including one to one meetings with staff, as well as a range of consultations and surveys, test that customers understand information. Interviews with staff indicate a high level of commitment to ensuring understanding of information by customers. This was well observed through the additional explanations delivered by Legal Advisers in the Justice of the Peace Courts, through staff explanations over the telephone and over the Counter, and through observation of face-to-face customer interactions at reception and in the security area.

Evidence Value: Fully Met

3.2.3: We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP321: Standards of Service for Victims and Witnesses Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The standards were published on the SCTS website in April 2015.

HAP334: OPG Website Survey Assessor Acceptance: Yes

After redesigning its website the OPG consulted customers to obtain their views. Most of the ratings were positive, and responses to question 12 show suggestions for further improvement that the OPG will consider.

HAP335: SCTS Quarterly Fines Report Assessor Acceptance: Yes

The SCTS publishes a report on recovery rates and amounts outstanding for fines and other penalties every three months. Improvements are being made to the content and format of this report following consultation with its users in 2015.

HAP336: SCTS juror communications in court Assessor Acceptance: Yes

Potential jurors are addressed by the Clerk of Court before being balloted. In response to feedback from the Equalities Advisory Group, guidance for Clerks was updated to emphasise how and when jurors might ask questions or raise personal or sensitive matters.

HAP337: Easy Read format for key documents Assessor Acceptance: Yes

To assist court users with learning disabilities a number of key documents, including the SCTS Court Users' Charter and "Attending a Civil Court" have been converted into Easy Read format and are available from the SCTS website or provided as hard copy on request. Others will be added when ready.

HAP338: PRHP website revisions Assessor Acceptance: Yes

The PRHP website was made more user-friendly by updating the content and adding a Frequently Asked Questions page to publicise the services PRHP provides, with a view to minimising unnecessary phone calls and e-mails from users.

3.2.3.1: We have improved the range, content and quality of verbal,

RP03 - September 2016. The evidence review, supported by customer commentary to the assessor, demonstrates continued compliance in this element. There is evidence demonstrating that much of the information provided to customers has been reviewed and improved in recent times.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.2.3.2: published

The evidence noted above demonstrates clear compliance, and is strongly supported by the feedback from the 2800 respondents in the Court User Satisfaction Survey, where only 1 suggestion was made for improvements in information provision.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.2.3.3: and web based information we provide to ensure it is relevant and meets the needs of customers.

The latest information available on the website is clear, readily accessible and seems comprehensive on issues likely to interest customers and potential customers. Once again the Court User Satisfaction Survey is strong supporting evidence here. Across 7 relevant detailed questions, customers rated the electronic provision with between 80% and 90% satisfaction. The OPG website improvements provide additional supporting evidence in this element.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.2.4: We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP320: SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS Complaints Procedure is advertised on the SCTS, OPG and Tribunals' websites and at public service delivery points in courts and OPG Headquarters. As Tribunal Hearings are mostly held in rented public accommodation it is not appropriate to have posters on display.

HAP321: Standards of Service for Victims and Witnesses Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The standards were published on the SCTS website in April 2015.

HAP339: Freedom of Information enquiries Assessor Acceptance: Yes

All Freedom of Information (Fol) correspondence issued by the SCTS includes details of the statutory time periods for dealing with Fol enquiries, and the procedures for making a complaint or an appeal to the Information Commissioner, as outlined on the Fol web page.

HAP340: G&S Net Chat - best seen at visit Assessor Acceptance: Yes

Net Chat is an in-house computer programme used in trial and custody courts in Glasgow Sheriff and JP Court to provide information to reception desks and witness muster areas. This allows users to receive live updates in respect of the cases in which they are involved or interested.

HAP341: Guide to Jury Service Assessor Acceptance: Yes

On page 4 of the Guide jurors are advised about the update phone line to call once cited for service to see if they are required the following day. The phone numbers of local courts for jurors to ring are provided in jurors' citations.

HAP392: Employee Resourcing Hub Assessor Acceptance: Yes

The Hub has very detailed guidance for recruiters and those applying for jobs. The EROL system sends out acknowledgement e-mails to those who have applied for jobs and a message 10 days after the closing date to remind them to contact the recruitment board chair if they haven't had a reply by then.

3.2.4.1: We can demonstrate that information we provide to our customers is accurate and complete,

RP03 - September 2016. The evidence has been updated by the service and, supported by customer commentary throughout the assessment, continues to show compliance in this element. The information provided for customers seems accurate and complete, covering all that they consider they need. Surveys, observation and discussions suggest that customers are happy with the accuracy of what they receive. RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.2.4.2: and that when this is not the case we advise customers when they will receive the information they requested.

The presented evidence includes a useful guide to jury service and protocols for scheduling that improve on past experience. This helps to show that the service has developed a more consistent approach to keeping customers informed of the timescales involved in the provision of additional or corrected information. Additional evidence in the Court User Satisfaction Survey shows that improvements in "Being kept informed about waiting times" have had a significant impact on customer satisfaction, and support an ongoing score of compliance in this element. Throughout the assessment, staff also gave positive commentary about the actions they undertake to keep customers informed of progress. RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.3: Access

3.3.1: We make our services easily accessible to all customers through provision of a range of alternative channels.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP71: Specialist Telephone Lines	Assessor Acceptance:	Yes
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All courts offer the Language Line service for people whose first language is not English, enabling them to speak to someone in their own language. Text Relay enables deaf, hard of hearing and speech impaired people to contact others by telephone.

HAP72: Generic E-mail Boxes	Assessor Acceptance:	Yes
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All courts and most of the HQ business units have a generic email box where customers can submit enquiries. These e-mail boxes are checked daily to expedite service and avoid delays when staff are away from their desks, ill or on leave.

HAP83: Range of Fines Payment Methods	Assessor Acceptance:	Yes
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Fine payers can pay at a public counter in person, by cheque in person or by post, by credit or debit card in person or by phone, or on-line. The range of payment methods is included in any written correspondence, published on line and given as verbal advice to those attending court.

HAP84: Juror Attendance Update Line	Assessor Acceptance:	Yes
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This phone line is used by all courts hosting Sheriff and Jury or High Court trials. It allows potential jurors to access the most up-to-date information outside court opening hours and from the comfort of their homes.

HAP85: Remote Video Links	Assessor Acceptance:	Yes
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There are dedicated remote sites throughout Scotland, supplemented by ad hoc sites run by justice partners in more rural areas, which vulnerable witnesses can use instead of attending court buildings. These sites are also used for the High Court, civil cases and witnesses in other jurisdictions

3.3.1.1: We make our services easily accessible to all customers through provision of a range of alternative channels.

RP01 - September 2017. The refreshed evidence, supported by positive customer and staff commentary, demonstrates continued compliance in this element. The evidence clearly demonstrates that across the board, services are readily accessible, with good examples being demonstrated with the improvements for jurors and vulnerable witness screening.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.3.2: We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements, and offer better choices

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP571: SCTS Digital Strategy 2018-23	Assessor Acceptance:	Yes
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The new SCTS Digital Strategy 2018-23, published in May, aligns with the SCTS Corporate Plan and outlines areas in which it is expected the SCTS will be leading IT developments in consultation with justice partners and service users over the next few years.

Active Evidence

HAP513: Fine payment trends	Assessor Acceptance:	Yes
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The facility to pay fines on-line was developed and implemented through analysis of the process and user experience. Additional methods of fine payment are also now available and payment trend analysis since introduction shows an increase in use of on-line and other new modes of payment.

HAP542: OPG Online Public Register	Assessor Acceptance:	Yes
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OPG maintains registers of appointments made under the AWI Act. When customers contact OPG to do a search, relevant information can be lacking and it is time consuming. OPG is developing an online register allowing customers to carry out their own searches giving instant access to information.

HAP543: Enabling Jurors Report	Assessor Acceptance:	Yes
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The report of a Working Group Chaired by Lord Matthews considered adjustments that might be made to procedures to enable people with partial hearing and sight to serve as jurors in Scottish courts. Some proposals would require legislative change but others will be taken forward by the SCTS.

HAP544: Mental Health Tribunal Hearings	Assessor Acceptance:	Yes
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Due to the rise in case-specific requests by parties, the MHTS keeps a register of information including patients needing large print documents and where papers are sent to solicitors (blank spreadsheet shown). Accurate service should reduce applicants' stress and conflicts of interest.

HAP565: HRU KPI/Query Tracker	Assessor Acceptance:	Yes
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Part of the KPI is a measurement of how HRU meet the timescales set out within the HRU Charter and HR Scorecard. They review performance against the KPI using a query tracker by preparing reports that are discussed with HRU and Operational senior managers.

3.3.2.1: We evaluate how customers interact with the organisation through access channels

RP2 2018 The nature of the service means that the vast majority of customers are obliged to visit the Courts or Tribunals in person. With regard to navigating the Court building, when respondents to the Court User Satisfaction Survey 2017 were asked how they found out where they needed to go in court on the day of the survey, the most frequently stated sources of information were the front reception in the Court buildings (35%), and users already being familiar with the Court building or users having visited the Court previously (32%). With regard to web site usage, the Court User Satisfaction Survey 2017 shows that around a third (32%) of respondents had used the SCTS web site in the last six months, whilst 67% stated they had not.

Evidence Value: Fully Met

3.3.2.2: and we use this information to identify possible service improvements,

RP2 2018 You use access channel information to identify possible service improvements. The SCTS Digital Strategy 2018-2023 aligns with the Corporate Plan and outlines areas in which it is expected the SCTS will be encouraging greater use of online services over the next few years. The Vision is to provide access to justice, maximise the benefits of technology and improve the service provided to all users. The shift from paper based to electronic processes will continue. Uptake of digital services will lead to a reduction in the number of people attending Court. It is currently possible to apply for a Power of Attorney online. There is also an online channel for cited jurors to acknowledge the receipt of their citation, check the information and advice provided on jury trials, and download forms.

Evidence Value: Fully Met

3.3.2.3: and offer better choices

RP2 2018 You use access channel information to offer better choices. One area where customer demand has changed in recent years relates to the payment of fines. Traditionally a high proportion of fines would be paid in cash over the Court Counter – but the introduction of an automated telephone service and online payment facilities, via the SCTS secure web site, have supported a significant shift in recent years. In 2016-17 the SCTS committed to improving customers’ choice in paying fines, and achieved this by introducing the facility to pay a range of police-issued fixed penalties online. Between 2010-11 and 2016-17 the proportion of fines payment transactions that are automated has risen from 2% to 44%, and it is estimated that this trend will continue.

Evidence Value: Fully Met

3.3.3: We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP317: SCTS Court Users' Charter/OPG Customer Charter Assessor Acceptance: Yes

The courts and the OPG seek to adhere to the commitments set out in their Court Users' and Customer Charters and the efforts of staff to do this are best seen at visits.

HAP342: SCTS Court User Satisfaction Survey 2015 Assessor Acceptance: Yes

The survey asks respondents to rate their satisfaction with the comfort, cleanliness, safety and security of various SCTS facilities including courtrooms, jury rooms, witness rooms, waiting areas inside and outside the courthouse, toilets and court cells. Satisfaction is high for most facilities.

HAP343: Quality Facilities Management Assessor Acceptance: Yes

Buildings are regularly maintained so that the quality of all facilities is of a high standard for all users. All courts use a computerised system to allow staff to log requests for any major or minor maintenance work and to track the progress of these requests.

HAP344: OPG Visitor Questionnaires Assessor Acceptance: Yes

Visitors to the OPG's premises in Falkirk are given short feedback questionnaires to complete to check if they are satisfied with the facilities and customer service. The questionnaire responses are analysed and improvements resulting from feedback are published.

HAP393: Health & Safety e-learning Assessor Acceptance: Yes

Health & Safety e-learning ensures staff are aware of workplace hazards and their responsibilities to other staff and court users for managing them appropriately. All SCTS staff must do e-learning on fire safety; safe manual handling; slips, trips and falls; and VDU use every year.

HAP394: SCTS HQ facilities - best seen at visit Assessor Acceptance: Yes

Saughton House has amenities that may help visitors feel more comfortable when visiting SCTS HQ. These include a cafeteria that is open to all visitors; disabled access to all parts of the building; disabled toilets; and lifts adjacent to the main reception area. These can be seen at visits.

3.3.3.1: We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.

RP03 - September 2016. Many SCTS services are delivered in high profile heritage buildings, many of which are Grade 1 listed. There has been significant investment in the facilities used by the service over many years and a strong relationship exists with the preferred contractor for repair and maintenance. The result is visible in the maintenance of the high quality environment in which customers experience services. Staff go out of their way to maintain standards and the facilities seem to be appreciated by customers.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

3.4: Co-operative working with other providers, partners and communities

3.4.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP432: Community Justice Partnerships Assessor Acceptance: Yes

SCTS's new statutory duties require sheriff clerks to liaise with the 32 separate local authority partnerships to contribute to their local community justice plans and, where appropriate, identify areas where their courts can usefully contribute to achieving better outcomes for community justice.

HAP433: PATS Liaison with other UK Jurisdictions Assessor Acceptance: Yes

The Pensions Appeal Tribunal Scotland co-ordinates a hearings calendar and scheduling arrangements with the Pensions Appeal Tribunals in Northern Ireland and England & Wales. This liaison helps to maximise the presence of Veterans UK staff at hearings.

HAP434: Joint Working with COPFS to Implement Solemn Reforms Assessor Acceptance: Yes

SCTS liaised closely with COPFS at national and local level in preparation for the implementation of the Solemn Criminal Reforms. A key feature of this was a joint workshop held in May 2017. A copy of the programme is attached.

HAP92: Shared Services with COPFS Assessor Acceptance: Yes

The SCS is now responsible for the maintenance of the COPFS estate, following an agreement signed by the Chief Executives of both organisations.

HAP93: Witness Service Pre-court Visits Assessor Acceptance: Yes

Arrangements are made in each court between court staff and witness services to facilitate pre-trial court visits for any child witnesses. This ensures that children are familiar with their surroundings and hopefully are more at ease before being required to give evidence in court.

HAP94: SCS/SPS/COPFS Doorlist Project Assessor Acceptance: Yes

The SCS checks court lists against SPS prisoner records to allow decisions to be made about the timing of future court proceedings and to minimise unnecessary adjournments that would impact adversely on victims, witnesses and their supporters.

3.4.1.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services,

RP2 2018 There are very strong partnership arrangements with other providers, well confirmed on the visit. The Assessors met many partners on the visit, including Sheriffs Principal, Sheriffs, Procurators Fiscal, solicitors, representatives from Police Scotland, the Witness Service, security services and Social workers. A new partnership this year is the Listening Service in Edinburgh Sheriff and Justice of the Peace Court – only the second of its kind in the UK – which provides an independent resource for those who feel the need to talk to someone. Run by 18 volunteers originally from Edinburgh's Multi-Faith Chaplaincy Service, the service is also available for families and friends of those attending court, offering a non-judgemental listening ear. All partners from many different organisations spoke very positively about working relationships and the very high-quality service provided for customers.

Evidence Value: Fully Met

3.4.1.2: and these arrangements have demonstrable benefits for our customers

RP2 2018 It was confirmed strongly on the visit that customers benefit from joint working arrangements. A range of consultative structures, at all operational levels and affecting all customer groups, hold the partnerships together and ensure that the needs and preferences of customers are provided for, as appropriate to the circumstances. Many partners are highly complimentary about the way the organisation is open and co-operative in helping them and thereby service improvement. Aberdeen SC is continuing to work with several justice partners, including Sheriffs, Procurators Fiscal, Social Workers and Defence Agents, on the Problem Solving Approach initiative which has shown to have had a successful impact on participants by reducing re-offending and enabling a case to be progressed more quickly. Despite concerns expressed in previous years about one particular partnership, the Assessors found no such concerns this year, and consequently, this element is raised to Full Compliance.

Evidence Value: Fully Met

3.4.2: We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP517: Revised SCTS Complaints Handling Procedure Assessor Acceptance: Yes

The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman’s model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP545: Translation and interpreter contracts Assessor Acceptance: Yes

The Scottish Procurement Directorate has set up a collaborative framework contract for the supply of interpreting, translation and transcription services which the SCTS uses. Guidance for staff shows how the process should work when these services are required. The contract shows the feedback loop.

HAP546: Prisoner escort & court custody contract Assessor Acceptance: Yes

A new contract was let in 2017 and in January 2019 GEO Amey PECS will take over the responsibility for transporting prisoners between prisons and courts, and between court cells and the dock for hearings in 2019. G4S, who have been contractors since January 2012, will continue until then.

HAP547: Standards of Service for Victims and Witnesses Annual Report 2016-17 Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCTS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The Standards have been published since 2015 along with annual performance reports.

HAP548: Inverness Justice Centre Assessor Acceptance: Yes

The SCTS leads a range of justice stakeholders in developing a new ‘Justice Centre’ in Inverness. Planning permission has been granted following extensive consultation and the building work is due to start in 2018 and be completed in 2019.

HAP549: MHTS Memorandum of Understanding for health boards and health authorities Assessor Acceptance: Yes

The MHTS has a Memorandum of Understanding with Health Boards and local authorities. It sets out the framework for co-operation between the SCTS (which provides administrative support for MHTS hearings) and local authorities.

3.4.2.1: We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.

RP2 2018 A particularly notable achievement, continuing to merit Compliance Plus, is the high quality of co-ordinated working arrangements with partners, ensuring that customers have clear lines of accountability for quality of service. This is well exemplified with the publication of the Scottish criminal justice organisations’ ‘Standards of Service for Victims and Witnesses’ in April 2015, which includes very helpful, high quality flowcharts of value to all users, continuing to detail clear lines of accountability, with annual performance reports. Also noteworthy is that the SCTS is leading a range of justice partners in developing a new exciting ‘Justice Centre’ in Inverness, due to be completed in 2019.

Evidence Value: Fully Met

3.4.3: We interact within wider communities and we can demonstrate the ways in which we support those communities.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP331: Community Impact Indicators Assessor Acceptance: Yes

Many community based events are held in courts on a regular basis such as school pupil visits, pupil work experience and doors open days. Staff in SCTS headquarters maintain a register of such activities throughout the court estate.

HAP345: Bridges Project Assessor Acceptance: Yes

Links were first made with the Bridges Project in 2005. SCTS staff volunteers offer guidance to unemployed refugees and asylum seekers to improve their job-seeking skills. Feedback from delegates and Bridges has been very positive. See page 22 of the Mainstreaming Equality Report for an update.

HAP346: Equalities Advisory Group Assessor Acceptance: Yes

The Equalities Advisory Group comprises external advisors representing different equality organisations. Group members offer input and advice to the SCTS to ensure that equalities issues are identified and addressed during policy formulation and implementation.

HAP347: Article on Powers of Attorney in Nursing Scotland magazine Assessor Acceptance: Yes

OPG supplied an article on Powers of Attorney for Nursing Scotland, whose readers are members of the Independent Federation of Nurses in Scotland. Nurses are often at the front-line when dealing with vulnerable and incapable adults and their relatives, and the article describes the PoA procedure.

HAP348: Moray Autism Awareness training Assessor Acceptance: Yes

Moray Council's Social Work Department runs autism awareness training for staff working within Criminal Justice Services, and places are available to SCTS staff. 90% of staff from Elgin Sheriff Court have been on these training courses since 2015.

HAP349: Collections for local charities Assessor Acceptance: Yes

Every edition of the SCTS Staff Focus magazine carries news of local fundraising activities undertaken by SCTS, OPG and Tribunals staff. The February 2016 issue is shown as an example.

3.4.3.1: We interact within wider communities and we can demonstrate the ways in which we support those communities.

RP03 - September 2016. The refreshed evidence demonstrates continued compliance. There is very strong, convincing and comprehensive evidence that SCTS interacts with local communities in numerous ways and encourages a supportive community culture in staff in all areas. The assessors noted that across the full range of sites visited there was an initiative to deliver Court Open Days. This initiative aimed at improving the lay person's understanding and acceptance of the court process and buildings is, in the view of the assessors, a significant and highly relevant community activity and warrants elevating the score in this element to Compliance Plus.

RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

Evidence Value: Fully Met

4: Delivery

4.1: Delivery standards

4.1.1: We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP415: SCTS Corporate Plan 2017-20	Assessor Acceptance:	Yes
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The SCTS Corporate Plan defines the targets for the SCTS for 2017-20 and links them to the SCTS strategy map (page 10) which shows how our strategic objectives link to generate court user satisfaction. The performance standards were set by the SCTS Board.

HAP430: SCTS Annual Report & Accounts 2015-16	Assessor Acceptance:	Yes
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The SCTS Annual Report & Accounts 2012-13 is published on the SCTS website. It highlights the standards of service, organisational values and performance within ranges considered acceptable by the SCTS Board. CSE helps to assure court user satisfaction during the biennial survey 'gap year'.

HAP435: SCTS Business Plan 2017-18	Assessor Acceptance:	Yes
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The SCTS Business Plan details shared planning assumptions about joint targets and aspirations for the justice system to which the SCTS belongs. Annex A shows how justice system activity including SCTS supports Government Outcomes. Annex F shows strategic priorities and objective.

4.1.1.1: We have challenging standards for our main services,

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. All the evidence presented here is strong, clear and comprehensive in its coverage. An appropriate range of challenging standards is in place and impacts upon service delivery in many ways. The Annual Report significantly assists compliance, as it contains clear evidence of precise and measurable aspects of service that are used to judge the success of the organisation.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.1.1.2: which take account of our responsibility for delivering national and statutory standards and targets.

The standards are set in a clear and structured format and relate to national levels of performance considered appropriate for this type of organisation and to national and corporate aims and objectives in the justice arena.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.1.2: We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

New Evidence

HAP567: SCTS Performance Framework Assessor Acceptance: Yes

The SCTS Board Scorecard comprises Key Performance Indicators set by the SCTS Board, monitoring progress and performance using a RAG system. It is published on the SCTS intranet quarterly, on the SCTS website at year-end, and reported on in the Annual Report and Accounts.

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

Question 49 in the 2017 court user satisfaction survey asked court users what general information they wanted in performance reports. Over three-quarters of respondents said they wanted no additional information (see page 65 of the pdf). This is similar to results from previous surveys.

HAP533: SCTS Annual Report 2016-17 Assessor Acceptance: Yes

The SCTS Annual Report for 2016-17 is the most recently available. It is a comprehensive and audited review of how the SCTS has performed against its key performance targets and compares business volumes for the year in review with the previous two years, in the Annex starting on page 72.

HAP550: SCTS People Scorecard 2016-17 Assessor Acceptance: Yes

The people scorecard is published on the SCTS website and fulfils the requirement under the Equality Act 2010 to publish statistics on the equality characteristics of the SCTS workforce. It shows progress in recruitment and training towards meeting equality targets.

HAP551: SCTS Quarterly Fines Reports Assessor Acceptance: Yes

The SCTS publishes a report on recovery rates and amounts outstanding for fines and other penalties every three months. Any dip in performance will be addressed by the Executive Team.

HAP552: OPG Powers of Attorney Recovery Assessor Acceptance: Yes

OPG developed a range of MI reports to monitor progress during its powers of attorney recovery programme. PoAs are now being processed within the 30 business day target. Customers are updated weekly via Twitter, written correspondence and the OPG website with regard to waiting times.

4.1.2.1: We monitor and meet our standards, key departmental and performance targets,

RP2 2018 Rigorous and comprehensive quality assurance systems are well established. Performance levels are generally very good, with the majority of standards and performance targets being met. The colourful and attractive new Tribunals Operations Balanced Scorecard is particularly noteworthy for the clear and comprehensive presentation of monthly performance information, meriting Compliance Plus.

Evidence Value: Fully Met

4.1.2.2: and we tell our customers about our performance.

RP2 2018 Performance information is published in a wide range of ways. At Corporate level, the SCTS web site has an easily accessible 'Reports and Data' section, with a comprehensive list of Publications, Research and Statistics. Relevant publications include the SCTS Annual Report, the SCTS Performance Framework, the Standards of Service for Victims and Witnesses Annual Performance Report, the Annual People Scorecard and Quarterly Fines Reports. At a local level, each Court publishes performance posters on noticeboards around the building. The OPG updates customers on a weekly basis via Twitter, written correspondence and the OPG web site, which has a news item highlighted on the Home page with a link to current processing dates for Power of Attorney submissions.

Evidence Value: Fully Met

4.1.3: We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP325: Staff Engagement Days Assessor Acceptance: Yes

Staff engagement days are an opportunity for SCTS Executive Directors to meet staff in all locations. They enable two-way feedback between Executive Directors and staff and summarised notes from each session are circulated to all staff.

HAP342: SCTS Court User Satisfaction Survey 2015 Assessor Acceptance: Yes

The survey results include analysis showing what users value in the service over time. It gives local users the chance to comment on what they would like to see improved. Questions may be added over time, such as a block on travel modes and times to offer new insight about the needs of users.

HAP350: Shaping Scotland's Court Services - response to consultation Assessor Acceptance: Yes

The then SCS consulted widely on planned court closures. The evidence shows the scope of the feedback and the range of people and organisations that commented on plans to re-design court services locally. Proposals were changed as a result of the feedback, e.g. Alloa Sheriff Court was retained.

HAP351: Standing Advisory Committees and Local Criminal Justice Boards Assessor Acceptance: Yes

Standing Advisory Committees and Local Criminal Justice Boards meet to discuss local issues and improvement plans. The Local Boards' Terms of Reference were revised in August 2015 to have a greater focus on current and future performance in the courts.

HAP352: PATS User Group Meetings Assessor Acceptance: Yes

PATS hold user groups twice a year. These allow all users to give feedback about PATS service delivery and suggest improvements to practices and procedures. Suggestions from Legion Scotland and Veterans UK have been adopted.

HAP388: Business Plan Delivery Report Assessor Acceptance: Yes

The SCTS Executive Team regularly reports to the SCTS Board on progress with delivering the objectives in the Business Plan. The Executive Team is informed by project highlight reports and unit delivery plans.

4.1.3.1: We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.

RP01 - September 2017. The evidence review, supported by customer, partner and staff commentary to the assessors, now demonstrates compliance in this element. During this year's assessment it was adequately demonstrated that through the wide range of liaison meetings, stakeholders had the ability to influence relevant local standards for service delivery. Consequently this element can now be scored as fully compliant. RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.2: Achieved Delivery and Outcomes

4.2.1: We agree with our customers at the outset what they can expect from the service we provide.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter	Assessor Acceptance:	Yes
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These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

HAP420: Tribunals User Charter	Assessor Acceptance:	Yes
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A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

HAP421: OPG Customer Charter	Assessor Acceptance:	Yes
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The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

4.2.1.1: We agree with our customers at the outset what they can expect from the service we provide.

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. The presented evidence is strong across all relevant customer groups, and the fresh material in the updated Users' and Customer Charters demonstrate that the full range of stakeholders are made aware of their rightful expectations of the service. The charters are clear and entirely relevant here giving guidance on the levels of service that customers have a right to expect and were observed to be readily available at all courts visited.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.2.2: We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP578: Tribunals User Surveys 2018 Assessor Acceptance: Yes

The Housing and Property Chamber survey results for 2017-18 are strong for all five measures – particularly politeness and helpfulness of staff – and progress with surveying in the other SCTS tribunal jurisdictions is explained in the accompanying text file and spreadsheet.

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations Assessor Acceptance: Yes

In 2017 OPG undertook one targeted customer survey to gain insight into customers’ experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The 2017 Court User Satisfaction Survey was conducted in all Scottish courts. It covered eight main groups of court users and the results showed that overall satisfaction increased to 92% from 89% in 2015. Results were published on the SCTS website and may be issued in hard copy on request.

HAP510: SCTS Staff Survey results 2017 Assessor Acceptance: Yes

72% of staff responded with an engagement index of 63%. Staff can feed back on leadership, management and strategy and comment on areas of dissatisfaction. The SCTS Wellbeing Initiative may have positively impacted on the scores in the Wellbeing section of the 2017 survey.

HAP518: One-Stage Juror Citation Roll-out Assessor Acceptance: Yes

A leaner process for selecting up to date addresses from the current electoral register was piloted in GH&I in 2014-15 and then rolled-out to other Sheriffdoms in 2016. Evaluation of the pilot by questionnaire was reported in the SCTS Annual Report 2015-16 (p 21 of pdf, col 1).

HAP547: Standards of Service for Victims and Witnesses Annual Report 2016-17 Assessor Acceptance: Yes

The report cited secondary analysis from the SCTS Court User Satisfaction Survey, which found that 90% of 179 victims, witnesses, their supporters and spectators – collectively – were either very or fairly satisfied with the comfort of the area they were required to wait pending their case.

4.2.2.1: We can demonstrate that we deliver the service we promised to individual customers

RP2 2018 You deliver the service you promised to individual customers, as shown by your performance information and feedback from surveys.

Evidence Value: Fully Met

4.2.2.2: and that outcomes are positive for the majority of our customers.

RP2 2018 Outcomes are positive for the majority of customers, as shown by discussions with customers on the visit, survey results and performance data. The roll-out of the One-Stage Juror Citation process is a good example of better outcomes for jurors, with improved selection processes and better communication. The Standards of Service for Victims and Witnesses Annual Performance Report gives positive feedback on issues such as the comfort of the area where victims and witnesses are required to wait pending their case.

Evidence Value: Fully Met

4.2.3: We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP353: Procurement Capability Assessment 2013 Assessor Acceptance: Yes

The most recent report for the Public Bodies Unit shows how the then SCS used the Procurement Capability Assessment to improve procurement practice to save money and improve the ways in which organisations can bid for contracts with the SCTS, which shares best practice with its cluster group.

HAP354: CIPFA Benchmarking of HR Services Assessor Acceptance: Yes

This report shows how the SCTS HR provision measures against other central public bodies throughout the UK in a confidential benchmarking exercise conducted annually by the Chartered Institute of Public Finance and Accountancy.

HAP355: 4 Public Guardians Conference 2015 Assessor Acceptance: Yes

The OPG hosted the 2015 conference in Edinburgh. Feedback suggested that Scotland compares well with the other jurisdictions and its OPG has more powers than England & Wales and Northern Ireland.

HAP356: Stonewall Workplace Equality Index Assessor Acceptance: Yes

The SCTS joined the WEI in 2015, and was ranked 360th against other public and private sector bodies in the UK, using criteria on LGBT inclusion provided by Stonewall. The 2016 ranking showed an improvement to 328th, and Stonewall Scotland is working closely with the SCTS to improve the ranking.

HAP357: PATS Benchmarking Assessor Acceptance: Yes

PATS hold Advisory Steering Group meetings with their equivalent tribunals in the rest of the UK in order to compare and benchmark practices and procedures. The aim is to apply best practice from comparable jurisdictions, as was done with direct lodgement of appeals.

HAP389: Gateway Reviews Assessor Acceptance: Yes

All major projects and programmes are subjected to Gateway Reviews conducted by independent experts to ensure that projects are on track and on budget. The most recent SCTS Gateway Review was for the Court Structures programme.

4.2.3.1: We can demonstrate that we benchmark our performance against that of similar or complementary organisations

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. There are a number of ways in which performance data is benchmarked, including some that are indirect and interesting, but seem highly effective and of real value. The processes are not comprehensive, but in the context of this national body they are more than sufficient to demonstrate compliance against this requirement.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.2.3.2: and have used that information to improve our service.

There is evidence in the documentary files showing that the service has learned from the comparisons in benchmarking it has carried out. Significant service improvement has resulted, including useful efficiencies in managing estates and some very strong initiatives discussed in procurement. The PCA and PATS evidence is strong in this context.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.2.4: We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP358: SCTS Equalities Impact Assessment Training Assessor Acceptance: Yes

A number of SCS staff given Equalities Impact Assessment training in 2013-14 found it useful but overly generic. After liaising with the external training provider new EQIA training was developed for SCTS Protected Characteristics Staff Group and PCS Trade Union members in March 2016.

HAP359: Operational protocols Assessor Acceptance: Yes

While the Standards of Service were in development, the key statutory and third sector agencies required by the Victims and Witnesses (Scotland) Act 2014 worked together closely on operational protocols to ensure that the standards work effectively.

HAP360: Web Redesign Lessons Learned Report Assessor Acceptance: Yes

In developing a new website the then SCS reviewed best practice in web design and designed a more accessible site. The report shows the lessons learned, both positive and negative, and this was published on the intranet.

HAP361: SCTS Court User Satisfaction Survey Lessons Learned Report Assessor Acceptance: Yes

After the survey fieldwork and analysis has concluded the contractors are asked to prepare a lessons learned report so that any problems can be overcome the next time the survey is held. No major problems were reported with the survey administration in 2015.

HAP362: SCTS Equality Outcomes Facilitated Workshop Assessor Acceptance: Yes

In September 2014, whilst preparing to refresh its equality outcomes, members of the SCTS Equalities Steering Group and its external Equalities Advisory Group took part in a facilitated workshop to consider options. The revised SCTS Equality Outcomes were published on 1 April 2015.

HAP363: PRHP/HOHP publication of decisions and hearing dates Assessor Acceptance: Yes

PRHP have taken on board best practice from HOHP by recently publishing all decisions arising from hearings and listing all forthcoming hearings on their website, for service users and members of the public to view.

4.2.4.1: We have developed and learned from best practice identified within

RP03 - September 2016. Continued compliance in this element is demonstrated by the evidence presented. The working practices of the service are supportive here and show that good practice is shared. There is a structure and sufficient evidence to show that best practices have been developed and learned from.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.2.4.2: and outside our organisation,

Several examples in evidence and discussed at visit show best practice from other organisations being used in areas of SCTS business to develop improvements in services.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.2.4.3: and we publish our examples externally where appropriate.

There is evidence of an open and sharing approach to identified best practices and publication on the SCTS website of some of the material produced in benchmarking and development of improvements. The OPG conference is good supporting evidence in this context.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.3: Deal effectively with problems

4.3.1: We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP403: SCTS Staff Survey Results 2016	Assessor Acceptance:	Yes
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The SCTS staff survey results are reported by units, each of which is tasked with reviewing its own results and taking forward areas for improvement. Question coverage includes staff views on line managers, senior managers and specific roles, such as learning & development.

HAP416: SCTS Board Scorecard	Assessor Acceptance:	Yes
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The SCTS Board Scorecard was approved by the SCTS Board and provides detailed indicators on satisfaction and key drivers such as waiting times for court dates and staff engagement. The Board determined the target range for achievement and uses a traffic light system to monitor progress.

HAP430: SCTS Annual Report & Accounts 2015-16	Assessor Acceptance:	Yes
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The SCTS Annual Report & Accounts 2012-13 is published on the SCTS website. It highlights the standards of service, organisational values and performance within ranges considered acceptable by the SCTS Board. CSE helps to assure court user satisfaction during the biennial survey 'gap year'.

HAP437: Supreme Courts Performance Framework	Assessor Acceptance:	Yes
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The Supreme Courts Programming Board, led by judges, uses a performance framework with key measures to monitor progress. It is maintained each month and shows current performance against targets and longer term trends. The Board uses the data in the framework to address emerging problems.

HAP438: HRU Business Plan 2016-17 and People Scorecard 2015-16	Assessor Acceptance:	Yes
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The Human Resources Unit's Business Plan sets out core business objectives, a set of KPIs and a summary of development activity, all aligned with the Corporate Plan objectives. These are reported against in successive annual People Scorecards, the latest of which is shown here.

HAP439: Power Of Attorney Remedial Action	Assessor Acceptance:	Yes
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The OPG advises its customers of Power of Attorney waiting times and action being taken via various channels. There is a strategy and local action plan to address the Power of Attorney backlog.

4.3.1.1: We identify any dips in performance against our standards

RP01 - September 2017. The evidence review, supported by stakeholder commentary to the assessors, demonstrates continued compliance in this element. The service can demonstrate that it has a comprehensive performance management system in place that identifies service shortfalls and :-
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.3.1.2: and explain these to customers,

requires management to identify and explain remedial actions to the full range of effected stakeholders.
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.3.1.3: together with action we are taking to put things right and prevent further recurrence.

Once again the consistent availability of "You said - We did" posters in the public areas of the observed courts give a degree of confidence that service shortfalls and remedial actions are adequately explained to customers. The use of the court liaison meetings is also good evidence in this context.
 RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.3.2: We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP556: IT and HR Internal Complaints Procedures	Assessor Acceptance:	Yes
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The SCTS ensures that internal units have complaints procedures to deal with internal customer complaints. These examples are from ITU and HRU.

Active Evidence

HAP517: Revised SCTS Complaints Handling Procedure	Assessor Acceptance:	Yes
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The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman’s model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP553: OPG Complaints Policy	Assessor Acceptance:	Yes
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The OPG complaints policy is similar to the procedure used by the rest of the SCTS but it is directly accessible to OPG users on the OPG website and it is prepared in a way that is tailored to the needs of OPG’s customers.

HAP554: VQ Appeals and Complaints Policy	Assessor Acceptance:	Yes
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The Vocational Qualifications Centre has a robust complaints and appeals policy which is explained to every candidate at induction. Candidates are given the chance to read and accept the terms of the policy. At each assessment the candidate is reminded that the assessor’s decision can be appealed.

HAP555: MHTS Complaints Procedures	Assessor Acceptance:	Yes
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The Mental Health Tribunal Scotland’s procedures for complaints about administration and complaints about the tribunal judiciary are available on its website.

HAP557: HRU Customer Query Process	Assessor Acceptance:	Yes
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The HR Query Process sets out the responsibilities for and the steps involved in handling, recording and escalating customer queries received by HRU staff. It also gives HRU staff and managers guidance on how to use the insight gained from monitoring and analysis of queries.

4.3.2.1: We have an easy to use complaints procedure,

RP2 2018 In April 2014, the then Scottish Court Service introduced a Complaints Handling Procedure, which was compliant with the Scottish Public Services Ombudsman's (SPSO) model system. The guidance was revised in 2017 after the SPSO upheld a complaint. The SCTS Complaints Procedure is published on the web site and is also available in the Courts. There is also a helpful 'How to make a Complaint - Easy Read' version which includes visual aids and simple language in large print. The OPG Complaints Policy is similar to that used by the rest of SCTS but is directly accessible to OPG users via the OPG web site and is tailored to the needs of OPG customers. The SCTS also ensures that internal units have complaints procedures to deal with internal customer complaints.

Evidence Value: Fully Met

4.3.2.2: which includes a commitment to deal with problems fully

RP2 2018 The Complaints Procedure includes a commitment to provide high-quality services, and the information that 'we value complaints and use information from them to help us to improve our services'.

Evidence Value: Fully Met

4.3.2.3: and solve them wherever possible within a reasonable time limit.

RP2 2018 The Complaints Procedure has clear time scales. There are two stages; Frontline Resolution, with the aim to resolve complaints quickly and close to where the service is provided, with a decision usually within five working days, and Investigation, with acknowledgement within five working days and a full written response within 20 working days. If still dissatisfied, the customer can ask the Scottish Public Services Ombudsman (SPSO) to look into the complaint.

Evidence Value: Fully Met

4.3.3: We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP320: SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman’s model system and guidance for court users and court staff is published on the website and intranet respectively.

HAP326: Customer Service and Complaints e-learning Assessor Acceptance: Yes

A new voluntary e-learning module ‘Dealing with service users and complaints handling’ was launched along with the new Complaints Procedure in April 2014. Since April 2015, over 400 staff have accessed the module.

HAP364: Complaints Handling - best seen at visit Assessor Acceptance: Yes

SCTS staff using the new system have been encouraged to deal with complaints at the point at which they are made. Assessment visits give the assessors the chance to observe complaints handling in action, though of course there are no guarantees that complaints will arise during assessors’ visits.

HAP365: PRHP Call Handling training Assessor Acceptance: Yes

Call handling training is provided to all new members of PRHP staff as part of their induction. Handouts and reference guides (excerpts from which are shown as evidence) are also available for staff to consult if required.

HAP395: HRU KPI/Query Tracker Assessor Acceptance: Yes

Staff record queries and complaints on the Query Tracker. Reports are prepared and discussed at HR senior team meetings and with senior operational managers. When complaints are identified the owner of the complaint should update the tracker when it has been resolved or passed on.

HAP396: Training for HRU staff Assessor Acceptance: Yes

HRU administrators have been given specific training and guidance on how to recognise and deal with complaints, and this includes if and when complaints should be escalated to a more senior staff member or manager. Any issues arising can be discussed at regular team meetings.

4.3.3.1: We give staff training and guidance to handle complaints

RP03 - September 2016. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. Records and staff performance when handling complaints were discussed and observed during the visit and suggest that the training and guidance has strengthened the customer experience significantly.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.3.3.2: and to investigate them objectively,

The comment above applies in this requirement. Staff gave positive commentary regarding their role in ensuring an objective investigation of any customer complaint.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.3.3.3: and we can demonstrate that we empower staff to put things right.

Staff attitudes were demonstrated to be entirely consistent with the preferred approach, being open, friendly and non-judgmental, while seeking resolution for the customer.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

4.3.4: We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.

Applicant Self Assessment: Satisfactory
 Compliance to Standard: Partial Compliance

Active Evidence

HAP105: Edinburgh Sheriff Court Witness Update Protocol Assessor Acceptance: Yes

After the 2011 survey, a Protocol was put in place with COPFS in Edinburgh to address complaints about not being kept informed. The Protocol agreed who was responsible for keeping witnesses updated about case progress and when. The 2013 survey results for Lothian & Borders showed improved ratings.

HAP428: Housing Tribunals' Website Pulse surveys Assessor Acceptance: Yes

The HOHP and the PRHP ran pulse surveys on their websites from April to November 2016, before the creation of the new Scottish Tribunals Housing and Property Chamber on 1 December. In response to comments received from users, modifications to both websites were made, making them more user-friendly.

HAP440: Court User Satisfaction Survey 2015 SEcondary Analysis Assessor Acceptance: Yes

Results from the open questions are fed back at court level for scrutiny by senior teams. Not all complaints may be capable of being addressed without significant capital investment but teams are encouraged to consider them and see if any improvements can be made.

HAP441: OPG You Said... We Did Assessor Acceptance: Yes

On the OPG website a section - "You Said, we did" - is devoted to identifying customer feedback comments and the actions that the OPG has taken to improve their services as a result of the feedback.

HAP448: Complaints Spreadsheets Assessor Acceptance: Yes

As the old "Respond" complaints system is no longer supported, each court and business unit is now required to complete a monthly spreadsheet of complaints and compliments which is maintained by the Information Governance Team in HQ. Redacted examples are shown for Glasgow and Edinburgh.

4.3.4.1: We learn from any mistakes we make by identifying patterns in formal

RP2 2018 Each Court and Business Unit is required to complete a monthly spreadsheet of formal complaints and compliments.

Evidence Value: Fully Met

4.3.4.2: and informal complaints and comments from customers

RP2 2018 Glasgow SC has begun trialling the use of a Court Informal Feedback Sheet for discussion at Team Briefings, and Dundee SC has introduced 'Niggle books'. However, there is scope for more consistency across the Service in relation to recording informal complaints and identifying patterns.

Evidence Value: Partially Met

4.3.4.3: and use this information to improve services and publicise action taken.

RP2 2018 Some Courts can demonstrate learning from complaints, together with publication of resultant action taken. The 'You Said....Our Response' format is popular, with posters published on Court notice boards. OPG have a 'You Said.....We Did' section on their web site identifying action taken following complaints. However, there is scope for more consistency in the publication of information on improvements taken following complaints.

Evidence Value: Partially Met

4.3.5: We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP502: SCTS Court User Satisfaction Survey 2017 Questionnaire Assessor Acceptance: Yes

Questions 45 to 49 are specific questions about dissatisfaction, improvements and awareness of how to make a complaint or give feedback. This provides regular feedback about the views of court users and their awareness of how to communicate with the SCTS.

HAP517: Revised SCTS Complaints Handling Procedure Assessor Acceptance: Yes

The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman’s model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP553: OPG Complaints Policy Assessor Acceptance: Yes

The OPG complaints policy is similar to the procedure used by the rest of the SCTS but it is directly accessible to OPG users on the OPG website and it is prepared in a way that is tailored to the needs of OPG’s customers.

HAP558: HRU Stakeholder Review of Complaints Assessor Acceptance: Yes

The HRU Query Tracker allows complaints to be counted and analysed. As can be seen from the evidence, around 10,000 queries per year have led to only 21 complaints of which only 10 have been upheld.

4.3.5.1: We regularly review and improve our complaints procedure,

RP2 2018 The complaints procedures are subject to a regular review process, which is fully aligned to the requirements of the Scottish Public Services Ombudsman (SPSO), which is the body with responsibility for overseeing complaints handling in public bodies in Scotland. The SCTS Complaints Policy was last reviewed at Corporate level in 2017 after the SPSO upheld a complaint.

Evidence Value: Fully Met

4.3.5.2: taking account of the views of customers, complainants and staff.

RP2 2018 The SPSO procedure takes account of the views of customers, complainants and staff.

Evidence Value: Fully Met

4.3.6: We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP320: SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman’s model system and guidance for court users and court staff is published on the website and intranet respectively.

HAP366: Redacted Compensation Offer Assessor Acceptance: Yes

Although the Branch can provide examples of correspondence from and to complainants (or their representatives) and compensation offers, experience has shown that most of this correspondence is conducted with solicitors, with no direct contact with complainants at the end of the process.

HAP367: Redacted Complaint Review Assessor Acceptance: Yes

A review letter to a complainant highlights how the SCTS has managed the complaints process and the procedure for referral to the SPSO should the complainant not be happy. The Correspondence Branch can analyse how many complaints are satisfactorily resolved at earlier stages.

HAP368: MHTS logging of enquiries and complaints Assessor Acceptance: Yes

MHTS caseworkers try to resolve complaints in the first instance when they can. Using the notes page on their Case Management System allows staff to keep a detailed record of complaints received and how they were resolved. The example is from the test system, as the live system is confidential.

HAP395: HRU KPI/Query Tracker Assessor Acceptance: Yes

Staff record queries and complaints on the Query Tracker. Reports are prepared and discussed at HR senior team meetings and with senior operational managers. When complaints are identified the owner of the complaint should update the tracker when it has been resolved or passed on.

HAP397: Partnership Meetings Assessor Acceptance: Yes

Partnership meetings involve SCTS senior managers and trade union representatives. When issues have been resolved, if a trade union has been involved in the process they are consulted at the final stage to assess whether the solution to the problem was effective.

4.3.6.1: We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. There is a procedure to ensure that complainants are asked about their satisfaction with the handling of their complaint and its outcome. Notwithstanding the commentary in element 4.3.4, the procedures for dealing with upheld complaints seems to operate effectively.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

5: Timeliness and Quality of Service

5.1: Standards for Timeliness and Quality

5.1.1: We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP141: Freedom of Information Assessor Acceptance: Yes

The SCS website contains advice for people wishing to request information under FoI legislation. This stipulates the statutory response periods and outlines how the SCS applies FoI policies, including refusals, charges where applicable, and appeal procedures.

HAP214: SCS Complaints Handling Guidance Assessor Acceptance: Yes

The SCS launched a new complaints procedure in April 2014. The public facing guidance is available in all SCS Courts and offices and on the SCS website. It sets out response times for each stage of the process.

HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter Assessor Acceptance: Yes

These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

HAP420: Tribunals User Charter Assessor Acceptance: Yes

A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

HAP421: OPG Customer Charter Assessor Acceptance: Yes

The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

HAP442: HRU Service Level Agreement Assessor Acceptance: Yes

The HRU Service Level Agreement provides advice to SCTS senior managers and managers on target response times for answering enquiries by HRU Business Partners and Advisers.

5.1.1.1: We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.

RP01 - September 2017. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. The Service continued to demonstrate that it has set relevant and comprehensive standards for timeliness in all forms of customer contacts across all its areas of service provision.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.1.2: We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP216: E-learning Modules for Staff Assessor Acceptance: Yes

A recent new module on customer-focused service provision has been launched to coincide with the introduction in April 2014 of the new two-stage SCS complaints procedure.

HAP417: SCTS Mainstreaming Equality Report 2017 Assessor Acceptance: Yes

The Mainstreaming Equality Report shows the steps taken to make sure that the SCTS is welcoming and accessible to all staff and court users with specific protected characteristics. It follows consultation with representatives of the Equality Advisory Group.

HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter Assessor Acceptance: Yes

These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

HAP420: Tribunals User Charter Assessor Acceptance: Yes

A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

HAP421: OPG Customer Charter Assessor Acceptance: Yes

The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

HAP429: Guides to Jury Service Assessor Acceptance: Yes

Instead of sending bulky envelopes with hard copy guidance by post, cited jurors are referred to the online guidance for coming to court and what to expect from the experience. If cited jurors do not have online access they can request hard copy paperwork from the citing court.

5.1.2.1: We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.

RP01 - September 2017. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. The Service continued to demonstrate that it has set relevant and comprehensive standards for its quality of service in all forms of customer contacts and across all its areas of service provision.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.2: Timely Outcomes

5.2.1: We advise our customers and potential customers about our promises on timeliness and quality of customer service.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP577: Supreme Courts Customer Charter and Supreme Courts News Assessor Acceptance: Yes

The Supreme Courts Customer Charter sets out standards of service that court users should expect and commitments to court users. The Newsletter is published twice a year online and in courts. It details key business changes and includes performance information on civil waiting periods.

Active Evidence

HAP526: SCTS Sheriff & JP Court Users' Charter Assessor Acceptance: Yes

The SCTS Sheriff & JP Court Users' Charter describes different courts, "do's and don'ts" for court users, the role of officials who are involved in court, and explains court procedures. It also indicates service standards for people attending meetings, waiting and requesting specific facilities.

HAP552: OPG Powers of Attorney Recovery Assessor Acceptance: Yes

OPG developed a range of MI reports to monitor progress during its powers of attorney recovery programme. PoAs are now being processed within the 30 business day target. Customers are updated weekly via Twitter, written correspondence and the OPG website with regard to waiting times.

HAP559: Generic E-mail Boxes Assessor Acceptance: Yes

Courts, the OPG, tribunals, and most of the HQ business units have generic e-mail addresses where users can submit enquiries. The automatic responses generated by OPG and HQ e-mails advise staff when to expect a reply, but court and tribunal business is too varied for generic timescales to apply.

HAP560: HRU Business Plan Assessor Acceptance: Yes

The Business Plan sets out HRU's key services and objectives. This is published on the intranet for all customers to see as are the quarterly updates which are also sent to the Executive Team and SCTS Board.

HAP561: Out of Office messages Assessor Acceptance: Yes

Staff who are away from their desks for significant periods are encouraged to use out of office messages, ensuring that people who e-mail them learn that there may be a delay in responding to enquiries. These messages often give alternative contact details so that urgent matters can be dealt with.

5.2.1.1: We advise our customers and potential customers about our promises on timeliness and quality of customer service.

RP2 2018 Customers are informed about SCTS's promises on timeliness and quality of customer service by means of the various Customer Charters for different parts of the business, which are available on the web site, and displayed on the noticeboards in the Courts. The easy read version of 'Our promise to you' is particularly helpful to customers at Sheriff Courts and Justice of the Peace Courts.

Evidence Value: Fully Met

5.2.2: We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP320: SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman’s model system and guidance for court users and court staff is published on the website and intranet respectively.

HAP369: Counters and Receptions - best seen at visit Assessor Acceptance: Yes

People attending courts are greeted at reception and directed or escorted to where they need to go, including service counters. This process is best seen during assessor visits.

HAP370: Generic e-mail boxes Assessor Acceptance: Yes

Most courts and most of the HQ business units have a generic e-mail box where people can submit enquiries. These e-mail boxes are checked daily to expedite service and avoid delays when staff are away from their desks, ill or on leave. The evidence shows descriptors for three examples.

HAP371: SCTS website Assessor Acceptance: Yes

The SCTS website contains information about attendance at court, fees for different types of procedure, fee exemptions, court locations and contact details, and allows blank forms to be downloaded.

HAP372: Court telephone menu systems - best seen at visit Assessor Acceptance: Yes

Many large and medium sized courts have a menu system for incoming callers, who are able to key in a number from the menu to direct the call to the appropriate department. These can be demonstrated by court staff during assessor visits if required.

HAP373: Direct dial numbers on outgoing correspondence Assessor Acceptance: Yes

Many units supply direct dial numbers when issuing correspondence so that recipients can contact the correct desk to deal with their enquiry without being handed on from a central enquiry point. Redacted examples supplied here are from the courts, OPG and tribunals.

5.2.2.1: We identify individual customer needs at the first point of contact with us

RP03 - September 2016. The evidence review, supported by customer commentary to the assessors, demonstrates continued compliance in this element. Identification of customer needs is a feature of several areas of service delivery, especially when they have needs that may not be clear to the customer. The support provided to several advice agencies is also notable and of real value to customers.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.2.2.2: and ensure that an appropriate person who can address the reason for contact deals with the customer.

The arrangements made to ensure customers know with whom they are dealing seem to work well and observation and discussion at visit was positive. Assessor observation of staff activity at the court reception desks confirms ongoing compliance.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.2.3: We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP340: G&S Net Chat - best seen at visit Assessor Acceptance: Yes

Net Chat is an in-house computer programme used in trial and custody courts in Glasgow Sheriff and JP Court to provide information to reception desks and witness muster areas. This allows users to receive live updates in respect of the cases in which they are involved or interested.

HAP375: Expanded Range of Fines Payment Methods Assessor Acceptance: Yes

In recent years the SCTS has introduced new ways of paying fines and other penalties including by phone, credit and debit card to minimise the cost and inconvenience of attending court in person.

HAP376: Doorlists for Warrants Assessor Acceptance: Yes

Cases can be adjourned and warrants granted if courts do not know accused are in prison. The SCTS now checks court lists against Scottish Prison Service prisoner records to allow decisions to be made about the timing of future court proceedings and to minimise unnecessary adjournments.

HAP377: OPG interface with local authorities Assessor Acceptance: Yes

An electronic interface between each of the Scottish local authorities and the OPG's website enables councils to check quickly to see whether or not any of their client group has a Power of Attorney in place.

HAP378: Further development of remote links with prisons Assessor Acceptance: Yes

A recent protocol has been developed between SCTS, the Crown and the Prison Service, to facilitate the smooth conduct of procedural hearings in court by video link when accused are in custody. These include full committal hearings and intermediate diets.

HAP398: HRU Insights Dashboard Assessor Acceptance: Yes

HRU worked with operational managers to develop a system that lets Sheriffdom Business Managers and other senior managers to access information about the staff in their own areas, including information on absence and other management information which means they do not have to contact HRU directly.

5.2.3.1: We promptly share customer information with colleagues and partners within our organisation whenever appropriate

RP03 - September 2016. Continued compliance is reflected in the updated evidence. The arrangements for sharing information seem appropriate and very well developed within SCTS as a whole and are the subject of much favourable comment from many partners. In addition there is clear definition of rights and responsibilities in links with partners.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.2.3.2: and can demonstrate how this has reduced unnecessary contact for customers.

Although the presented evidence is less clear and comprehensive on whether the sharing of information reduces the need for customers to make contact, discussion and observation of aspects of delivery confirm that this is achieved in a number of ways. The new juror citation process is good strong supporting evidence in the context of the questions asked in this element.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.2.4: Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP320: SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman’s model system and guidance for court users and court staff is published on the website and intranet respectively.

HAP339: Freedom of Information enquiries Assessor Acceptance: Yes

The SCTS website contains advice for people wishing to request information under Freedom of Information (Fol) legislation. This stipulates the statutory response periods and outlines how the SCTS applies Fol policies, including refusals, charges where applicable, and appeal procedures.

HAP379: Advice on small estates Assessor Acceptance: Yes

A small estate is an estate where the total value of the deceased’s money and property is £36000 or less. The SCTS, via the Sheriff Clerk, offers a service to small estate executors to ensure the proper procedures are followed when dealing with the deceased’s estate.

HAP380: Counters and receptions - best seen at visit Assessor Acceptance: Yes

The interaction between court users and staff will demonstrate how in practice SCTS staff deal with issues that they can respond to at first point of contact.

HAP381: Simplified divorce/dissolution advice Assessor Acceptance: Yes

Simplified divorce and dissolution procedure is the easiest way to end marriages and civil partnerships formally, where circumstances allow. Court staff are encouraged to explain the formal process, supply parties with the correct forms and give advice on how to complete them correctly.

HAP382: MHTS rapid notice of new date and venue when cases adjourned Assessor Acceptance: Yes

When Tribunal Hearings are unavoidably adjourned, the Mental Health Tribunal for Scotland aims to give parties notice of a new date and venue for the rearranged Hearing on the day of adjournment.

5.2.4.1: Where service is not completed at the first point of contact we discuss with the customer the next steps

RP03 - September 2016. Each of the items of evidence is relevant and of value relating to a specific customer group and fresh material suggests that in general customers are advised of the next steps and made aware of likely overall timescales.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.2.4.2: and indicate the likely overall time to achieve outcomes.

Similarly, customers affirm that they are generally kept up-to-date with likely outcomes and timescales much of the time where appropriate. In the nature of this service a degree of timescale uncertainty is inevitable, but customers met seemed to understand the difficulties and stated the situation is usually managed to their satisfaction. The Court User Satisfaction Survey is good supporting evidence here as it shows 75% of respondents are satisfied with timescales and the relevant information provided.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.2.5: We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP568: SCTS Business Continuity Strategy Assessor Acceptance: Yes

The SCTS has a strategy for courts and tribunals affected by unforeseen events that may impair their ability to provide essential services. The main objectives of the strategy are to ensure staff safety, try not to lose cases, keep partners and users informed, and aim to return to normal service.

HAP562: HR Query Tracker Activity Levels Assessor Acceptance: Yes

When HRU makes changes to services or needs to give staff information they publish news articles on the SCTS intranet. They use a Query Tracker to check if there has been an increase in requests for assistance or guidance as a result of the changes, for example, to the EROL system.

Active Evidence

HAP161: Observation at Public Counters Assessor Acceptance: Yes

Staff interaction with court users, including advising them about delays, is best seen at assessors' visits. Staff should advise court users about how much longer and why they have to wait, and whether anything can be done to have their case heard sooner, though this is often outwith SCTS control.

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The 2011 SCTS Court User Satisfaction Survey introduced a question on satisfaction with the time respondents had to wait to take part in court proceedings. In the 2017 survey, for the first time, a majority of users in all of the sheriffdoms was satisfied with this (see page 48 of the report).

HAP517: Revised SCTS Complaints Handling Procedure Assessor Acceptance: Yes

The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman's model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP563: Freedom of Information Assessor Acceptance: Yes

Freedom of Information procedure is governed by statutory response times. If staff are unable to understand what information is being requested, or do not know if the SCTS holds the information sought, enquirers are contacted for clarification or to negotiate a revised timetable for response.

5.2.5.1: We respond to initial enquiries promptly,

RP2 2018 During the visit, staff were observed to respond as quickly as possible when customers were seeking access to services. Prompt service contact is generally normal at the initial enquiry point and is a priority for staff.

Evidence Value: Fully Met

5.2.5.2: if there is a delay we advise the customer and take action to rectify the problem.

RP2 2018 Whilst the nature of some services means delays are inevitable, staff demonstrated throughout the visit that they go to great lengths to ensure that customers are kept abreast of any changes to timings. These initiatives are reflected in improved scores on this issue as shown in the Court User Satisfaction Survey 2017, where it was noted that 'being kept informed about what was happening during the time they were in the Court building' had risen to 62% of all respondents (compared with 57% in the 2015 survey). The majority of jurors (93%), victims in a criminal case and supporters of victims (83%), witnesses in a criminal case, supporters of criminal case witnesses, spectators/tourists and others (82%), and all other professionals (82%) said they had received update information from Court staff during their visit to Court.

Evidence Value: Fully Met

5.3: Achieved Timely Delivery

5.3.1: We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP430: SCTS Annual Report & Accounts 2015-16	Assessor Acceptance:	Yes
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The SCTS Annual Report & Accounts 2012-13 is published on the SCTS website. It highlights the standards of service, organisational values and performance within ranges considered acceptable by the SCTS Board. CSE helps to assure court user satisfaction during the biennial survey 'gap year'.

HAP443: OPG Quarterly Statistics	Assessor Acceptance:	Yes
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The OPG website has a statistics page which contains quarterly performance information on eight administrative targets, and monthly figures for five types of OPG product registration. The latter are also shown annually providing trend information.

HAP444: SCTS Quarterly Fines Report	Assessor Acceptance:	Yes
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The SCTS publishes quarterly fines reports showing recovery rates and amounts outstanding for fines and other penalties collected by the SCTS. Any dip in performance will be addressed by the Executive Team.

HAP445: Freedom of Information Response Performance	Assessor Acceptance:	Yes
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The SCTS provides the Scottish Information Commissioner's office with quarterly performance data on freedom of information request activity, including meeting and missing target response times. The data are publicly available and may be compared against data submitted by other public authorities.

HAP446: Service Delivery Targets	Assessor Acceptance:	Yes
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The SCTS has set targets for the processing of key areas of administrative work. Performance is reported on and analysed monthly, and spreadsheets are published on the intranet showing monthly and annual performance.

HAP447: Tribunals Balanced Scorecard	Assessor Acceptance:	Yes
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The Tribunals Operations Balanced Scorecard provides details of current actual performance against all standards and targets for timeliness and quality of service. It is published monthly and annually. Details on caseload, KPIs, Quality Assurance, Resources, Finance, Change and Risk are included.

5.3.1.1: We monitor our performance against standards for timeliness

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. The service can demonstrate that it has a comprehensive performance management system in place to measure its performance against its standards for timeliness and :-
RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.3.1.2: and quality of customer service

quality of customer service.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.3.1.3: and we take action if problems are identified.

The performance management system automatically highlights performance shortfalls and requires management response and action on those identified shortfalls as appropriate.
RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.3.2: We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP572: Service Delivery Targets 2018	Assessor Acceptance:	Yes
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The SCTS has set targets for the processing of key areas of administrative work by courts. Performance is reported on and analysed monthly, and spreadsheets are published on the intranet showing monthly and annual performance.

HAP573: Tribunals Balanced Scorecard	Assessor Acceptance:	Yes
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The Tribunals Operations Balanced Scorecard provides details of current actual performance against all standards and targets for timeliness and quality of service. It is published monthly and annually. Details on caseload, KPIs, Quality Assurance, Resources, Finance, Change and Risk are included.

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017	Assessor Acceptance:	Yes
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The SCTS Court User Satisfaction Surveys provide performance information for a range of measures and are published on the SCTS website. The 2017 results were the best so far in terms of overall satisfaction (92%).

HAP533: SCTS Annual Report 2016-17	Assessor Acceptance:	Yes
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The SCTS Annual Report is widely available and is tabled in the Scottish Parliament. It is a comprehensive and audited review of how the SCTS has met its key performance targets and compares the year in review with the previous two years offering comments on notable variation.

HAP564: OPG statistics	Assessor Acceptance:	Yes
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The OPG website has a statistics page which contains monthly and quarterly performance information, including performance against targets for processing administrative work. These targets are updated on a quarterly basis.

HAP565: HRU KPI/Query Tracker	Assessor Acceptance:	Yes
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Part of the KPI is a measurement of how HRU meet the timescales set out within the HRU Charter and HR Scorecard. They review performance against the KPI using a query tracker by preparing reports that are discussed with HRU and Operational senior managers.

5.3.2.1: We are meeting our current standards for timeliness

RP2 2018 Performance against standards for timeliness is improving and generally met, as demonstrated in the sections of the Court User Satisfaction Survey 2017 that cover 'Waiting in Court'. This research looks at waiting to be served at a counter, waiting to take part in Court procedures, updates from Court staff regarding length of wait and updates from Court staff regarding reasons for waiting. 95% of respondents who had waited at a counter were satisfied with the overall waiting time. 67% of respondents were satisfied with the total length of waiting time to take part in court proceedings.

Evidence Value: Fully Met

5.3.2.2: and quality of customer service

RP2 2018 Performance against standards for quality of customer service is consistently high, well demonstrated in the results of the Court User Satisfaction Survey 2017, which covers the helpfulness and politeness of Court staff, together with the quality and accuracy of information given by the Court staff.

Evidence Value: Fully Met

5.3.2.3: and we publicise our performance against these standards.

RP2 2018 Performance against standards for timeliness and quality of service is published via the SCTS Court User Satisfaction Survey, which is available on the web site and may be issued in hard copy on request.

Evidence Value: Fully Met

5.3.3: Our performance in relation to timeliness and quality of service compares well with that of similar organisations.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP313: SCTS Staff Survey 2015 Assessor Acceptance: Yes

Since 2010 the SCTS has taken part in a civil service wide staff survey, the results of which can be broken down by units within the SCTS as well as compared to other public sector organisations, who were asked the same questions.

HAP383: Comparative studies of European legal systems Assessor Acceptance: Yes

The SCTS contributes data via Scottish Government to take part in comparative EU sponsored benchmark studies. All systems are different but the studies allow broad comparisons to be made on the efficiency of courts in Scotland relative to European jurisdictions.

HAP384: Benchmarking of corporate services Assessor Acceptance: Yes

For a time the Scottish Government promoted comparisons of corporate activities between all agencies and departments. Though activities in this area have stalled recently, the then SCS compared favourably and current SCTS/COPFS shared services estates work developed from this benchmarking.

HAP385: Payment Performance Assessor Acceptance: Yes

The SCTS intranet contains monthly statistics for paying invoices, showing comparative performance throughout the court estate, SCTS headquarters and the Office of the Public Guardian.

HAP386: SCTS Public Service Network Accreditation Assessor Acceptance: Yes

The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources. To join the network by the 30 September 2015 deadline the SCTS required to make significant improvements to its IT security.

HAP399: Finance Transformation Project Assessor Acceptance: Yes

A review of Finance structures and functions was undertaken before the tribunals merger in April 2015 to bridge the gap between the arrangements pre-merger and a range of possible options for Executive Team and SCTS Board consideration post-merger.

5.3.3.1: Our performance in relation to timeliness

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. The evidence presented shows in the benchmarking and other comparative work that against a suitable group of similar organisations, performance is up to, or above, average.

RP2 2018 Not reviewed.

Evidence Value: Fully Met

5.3.3.2: and quality of service compares well with that of similar organisations.

Although the presented evidence is less than comprehensive, observation and discussions help confirm that this is a high performing organisation in terms of quality of service delivery with a good record in comparison to other services.

RP2 2018 Not reviewed.

Evidence Value: Fully Met