



Scottish Courts
and Tribunals Service



Business Plan

2018-19

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Foreword

Eric McQueen
Chief Executive

Scottish Courts and Tribunals Service

I am proud to introduce this business plan which sets out the key activities and the environment in which the Scottish Courts and Tribunals Service will operate in 2018-19. Scotland's courts, tribunals and the Office of the Public Guardian play a crucial role in supporting a safe, just and resilient society. Our focus this year will be to maintain and improve the effective, customer focused service that they provide.

To achieve this we will build on the successes of the past year – which has seen our core business delivered within optimal timescales, successful policy changes such as reforms to the handling of sheriff and jury business and the establishment of new tribunal chambers – coupled with ongoing investment in our buildings, systems and people.

Our purpose is straightforward and clear – supporting justice. We achieve this by bringing together committed and professional people with high quality facilities and systems to deliver a crucial public service. The challenge of delivering that service is significant – as expectations grow and resources are constrained. This plan sets out how we will meet that challenge and realise the opportunities that lie ahead – building a stronger courts and tribunals service of which Scotland can be proud.

This is the second year of our [Corporate Plan 2017-20](#) in which we have committed to an ambitious agenda. We continue to align our activity under the seven strategic priorities set out in that plan.

- A well supported judiciary
- Satisfied courts and tribunals users
- Skilled and motivated people
- A well-managed estate
- Efficiency and best value
- Digital innovation
- Purposeful collaboration with justice bodies.

By working to achieve these priorities we deliver a high-quality and improving service – evidenced by the results of the [2017 Court Users' Survey](#) – which reported the highest ever satisfaction levels, alongside retention of Customer Service Excellence accreditation, with improved performance ratings.

Our justice system works well when the agencies it comprises of work together. We will continue to work with the Scottish Government and the justice community – leading and supporting changes to the built environment, such as the Inverness Justice Centre; to the policy environment, as proposed by the evidence and procedure review; and to the digital environment – through the launch of the Civil Online portal. Through the work of the Justice Board for Scotland we will share our ideas, plans and knowledge, building a stronger system together.

We can only achieve what we do through the efforts of our skilled and engaged people. The depth of their commitment and breadth of their knowledge enables us to maintain and improve the service we provide. To maintain that performance we must continue investing in our people, giving them the opportunity to develop their skills and to build careers in an open, positive and collaborative environment. Our newly-published [People Strategy](#) sets out our vision for our people – that the SCTS remains a great place to work, learn and develop.

Scottish Courts and Tribunals Service

Who we are

The Scottish Courts and Tribunals Service (SCTS) is a non-ministerial department established by the Judiciary and Courts (Scotland) Act 2008. Its statutory function is to provide administrative support to the Scottish courts, devolved tribunals and the Office of the Public Guardian. The SCTS has a presence in communities across Scotland, with court and tribunal business conducted daily across the country. We operate from some 51 distinct locations across Scotland, together with an additional 15 remote video witness sites and administrative centres. In addition to these sites, tribunals make use of some 70 further venues across Scotland for hearings.

In addition to administering Scotland's courts and tribunals SCTS supports the Office of the Public Guardian (OPG) and Accountant of Court. The OPG provides guidance and undertakes investigations to protect vulnerable people under the terms of the Adults with Incapacity Act 2000. The Public Guardian is also the Accountant of Court. SCTS also provides the staff and administrative support to:

- the Scottish Civil Justice Council, which drafts rules of procedure for the civil courts and advises the Lord President on the development of the civil justice system;
- the Scottish Sentencing Council, which is responsible for preparing sentencing guidelines, publishing guideline judgments and information about sentences imposed by the courts in Scotland.

The purpose of the SCTS is **supporting justice**. We fulfil that purpose by providing the people, buildings and services needed to support the judiciary, courts, devolved tribunals and the OPG. This Business Plan covers the 2018-19 financial year. It aligns with our [Corporate Plan 2017-20](#) which sets out our strategic vision and priorities over the 3-year period from 2017-18 to 2019-20. For each year of the Corporate Plan, SCTS prepares a Business Plan. This plan explains the environment within which SCTS will be operating in 2018-19 and sets out the main outcomes we aim to deliver. We report on performance against our key operational performance indicators, in our [Board Scorecard](#). We also prepare and publish an [Annual Report and Accounts](#), and a [Business Plan Delivery Report](#) each year.

Our **vision** is to **build a stronger Courts and Tribunals Service** – focused on providing access to justice, maximising the benefits of technology, and improving the service we provide to all users. Underpinning the outcomes set out in this plan each business unit within the SCTS produces its own annual plan, setting out more detailed priorities and activities. All the work we do is underpinned by our core **values** of **respect, service and excellence**:



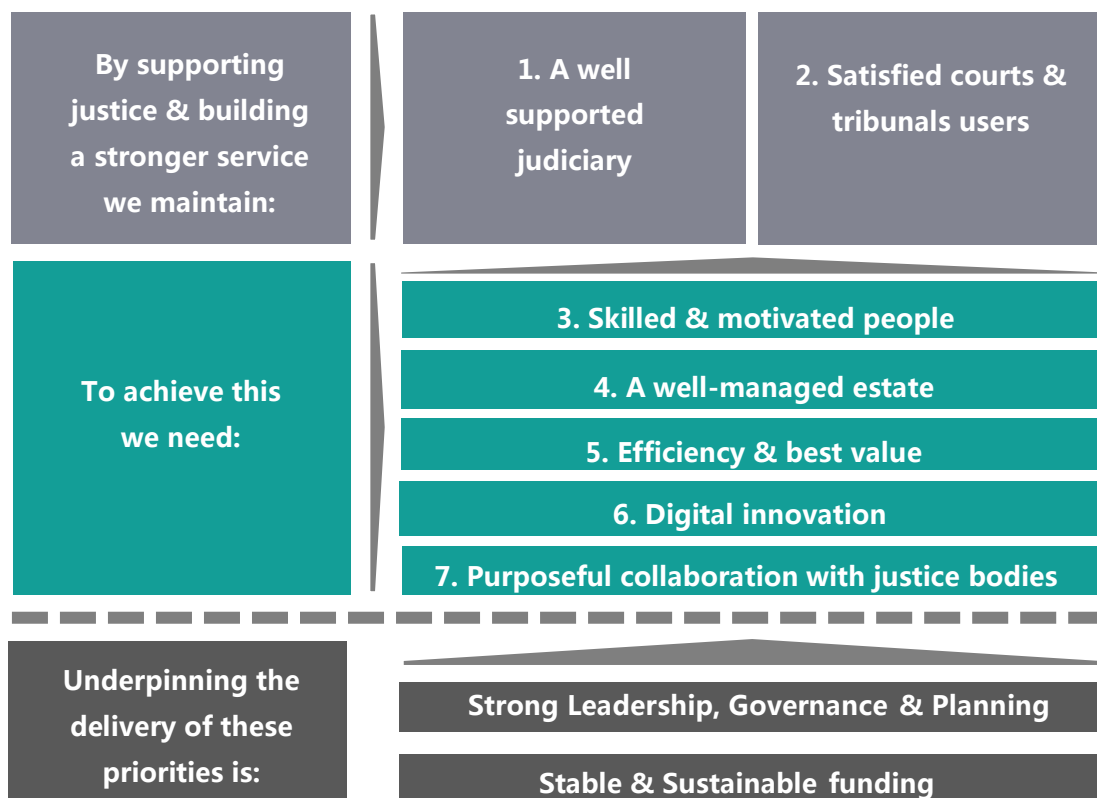
Our Operating Environment

Scotland’s courts and tribunals continue to operate against a backdrop of significant change and development, the aim of which is to support the effective administration of justice, increase efficiency and improve our services. Over the course of 2017-18 a number of significant changes were delivered, including:

- Reforms to the management of solemn criminal business which have reduced delays and unnecessary churn;
- The bedding-in of civil simple procedure, including a review of its operation to inform further improvement;
- The establishment of the Tax Chamber, Health and Education Chamber, and General Regulatory Chamber of the First-Tier Tribunal for Scotland -plus the expansion of the Housing and Property Chamber;
- Improvements to the process of taking evidence on commission from child and vulnerable witnesses;
- Ongoing investment in our digital and built infrastructure – including the commencement of construction of the Inverness Justice Centre; and
- The successful administration of over 190,000 registered court cases, around 6,000 devolved tribunal cases and over 80,000 Power of Attorney Registrations in 2017-18, alongside these significant reforms.

Over the coming year we will continue to pursue the objectives set out in our Corporate Plan, directed by our strategic priorities. Our **strategy map** illustrates how our purpose and vision translate into seven strategic priorities – the key areas on which we will focus.

SCTS Strategy Map



In order to deliver successfully on these priorities the way in which we approach our business is critical. While independent we work in collaboration with the Scottish Government, the Justice Board for Scotland, local justice boards and a broad range of justice partners. The [Justice in Scotland – Vision and Priorities](#) paper provides a common focus for all agencies involved in the delivery of criminal and civil justice. Our work supports the delivery of its outcomes and goals (a summary of which can be found at Annex A).

Policy and Legislative Environment

Our justice system is continually developing in response to wider changes in Scottish society. Our courts and tribunals are often the places where the rights and obligations set out in the law are asserted and upheld. Developments in policy and new legislation often have a direct impact on the administration of Scotland's courts and tribunals. We anticipate a number of changes and trends over the coming 12 months.

Click [here](#) for a diagram summarising the approach of the Strategy for Justice in Scotland at Annex A

Criminal Justice

Measures to increase the detection of and, ultimately, reduce the incidence of domestic abuse, have led to the passage of the **Domestic Abuse (Scotland) Act 2018**. This creates a new offence of domestic abuse which includes psychological abuse and a statutory aggravation for cases where the offence involves a child. Changes to the process involved in handling domestic abuse cases include:

- the requirement for the court to consider whether or not a criminal non-harassment order should be imposed following conviction for a domestic abuse offence;
- changes to statutory bail conditions that will be imposed on those charged with domestic abuse; and
- a new provision allowing expert evidence to be led concerning the behaviour which victims of domestic abuse can display, so as to counter possible adverse inferences relating to the credibility or reliability of the alleged victim.

The new offence may lead to an increase in the number of cases reaching court and the new provisions are likely to increase the length of some cases, as additional requirements are considered and evidence led. To support the success of the legislation we will continue to ensure that courts are ready to manage these cases effectively – maintaining an 8-10 week average waiting period between the case first calling and the trial diet in cases involving allegations of domestic abuse.

Following implementation of the provisions of the Domestic Abuse (Scotland) Act 2018 the Scottish Government have announced that the **presumption against short prison sentences will increase from 3 to 12 months**. Whilst final decisions on sentencing in each case will remain a matter for the judiciary we anticipate that, once enacted, this change will lead to an increase in the time it takes for the court to process relevant cases. The imposition of a community penalty can involve the ordering of additional reports, an explanation of the order itself, adjournments for consideration and further court hearings for reviews, variations and discharges.

Also announced in the most recent programme for government were proposals for a **Management of Offenders Bill** which would extend the use of electronic monitoring of offenders as part of community sentences. These provisions are likely to create new applications to court for variation and amendment of orders and may also increase the number of breach hearings. We will work with the Scottish Government as these proposals are developed and monitor their impact on the criminal court system.

Evidence and Procedure Review

Through the work of the Evidence and Procedure Review we have continued to explore how the criminal court process can be improved for the most vulnerable people who come into contact with it and how the summary criminal justice system as a whole can be reformed over the coming years to continually improve efficiency and make best use of technology.

Ensuring that vulnerable victims and witnesses can give the best quality of evidence while being protected from further trauma is a key priority for the system. A High Court Practice Notice came into effect in May 2017 setting extensive guidelines for the process of taking evidence by Commissioner. A further report was published containing recommendations to improve consistency in current approaches to visually recording Joint Investigative Interviews with certain child witnesses, alongside a future vision for taking the evidence of child and vulnerable adult witnesses

in a way that maximises the use of pre-recorded evidence – minimising the need for such witnesses to attend court. As a result of this work the Scottish Government has indicated that it will introduce a **Vulnerable Witnesses and Pre-recorded Evidence Bill** in 2018-19, to reduce further the need for children and vulnerable witnesses to give evidence in court. We will support the Scottish Government in the development and delivery of this Bill.

The Follow-Up Report to the Proposition paper '**A New Model for Summary Criminal Court Procedure**' was published in September 2017. That report summarised the views submitted by consultees on the proposals for more radical transformation of the summary criminal justice system. Whilst the response to those proposals was positive it was recognised that their development will take time and will require changes in the law. There was considerable enthusiasm for the idea that a programme of "interim measures" should be established to allow for some proposals to be tested, in order to identify the extent to which they could bring about improvements. We will take forward such a programme in the course of the coming year, to inform further development.

Civil Justice

Over the course of the past year the new civil simple procedure, introduced in November 2016, has been the subject of review – to ensure that it is operating effectively and that the rules fully achieve their goal of making it easier for lower value civil actions to be raised and managed. Amendments to the rules are anticipated in the coming year, ahead of the development of simple procedure "special claims" rules, which will replace some of the remaining special chapters of summary cause procedure, including claims such as personal injury actions, claims for financial provision and maintenance on divorce, or actions for recovering heritable property.

This year will see the introduction of "**Civil Online**" – the next phase in our integrated case management system (ICMS). Civil Online will allow solicitors and members of the public to track case progress online, submit cases for registration, defend their cases, pay court fees and lodge documents into what will form the digital case file. Civil Online will be introduced on a phased basis, initially to allow case tracking for Simple Procedure cases, with broader functionality and the extension to special claims cases following as new rules come into force. We will work with the Scottish Civil Justice Council over the course of the coming year to ensure that future court rules for other case types will support the transaction of business through Civil Online.

The three-year time bar on commencing personal injury actions where the person injured was a child was abolished by virtue of the **Limitation (Childhood Abuse) (Scotland) Act 2017**. This led to a small number of additional cases in 2017-18 – we anticipate that a larger number of such cases may be registered in 2018-19. This will impact on business levels in the National Personal Injury Court and Court of Session. The precise level of such cases is difficult to determine in view of their historic nature, but we will keep both case levels and court capacity under review.

Legislation currently progressing through the Scottish Parliament may also impact on the number of civil cases making their way to court. The **Civil Litigation (Expenses and Group Proceedings) (Scotland) Bill** is intended to increase access to justice, by reducing uncertainty as to the level of legal expenses that pursuers may be liable for through various means. This could potentially increase levels of civil litigation – particularly in the National Personal Injury Court and the Court of Session. The timing for introduction of these provisions is yet to be set – we will, once more, keep both case levels and court capacity under review as these changes are introduced.

A number of changes in court rules relating to **family law cases** are also under consideration by the family law sub-committee of the Scottish Civil Justice Council (SCJC). These include the potential extension of Simplified Divorce applications (currently open only to couples without children) to families with children under 16 and proposals to further develop the use of active judicial case management in family actions to ensure these are resolved effectively and that the views of children are fully ascertained as part of any action. We will continue to work with the SCJC over the coming year to ensure that these and any other rule changes can be implemented effectively.

Tribunals Reform

The **Tribunals (Scotland) Act 2014** created a new, coherent structure for the leadership and administration of Scotland's devolved tribunals. Supported by the SCTS and under the leadership of the Lord President and the President of Scottish Tribunals, the devolved tribunals have been transferring into this new structure on a phased

basis. The Housing and Property Chamber, Scottish Tax Chamber, Health and Education Chamber and General Regulatory Chamber have now been established within the First-tier Tribunal for Scotland, with onward appeals considered by the Upper Tribunal. The Mental Health Tribunal for Scotland will transfer into the Mental Health Chamber of the First-tier Tribunal in late 2018.

The **Housing and Property Chamber** will continue to expand this year, as applications to the new Private Rented Sector, Private Tenancies and Letting Agents jurisdictions, created through the Housing (Scotland) Act 2014 and Private Housing (Tenancies) (Scotland) Act 2016, steadily increase. An estimated additional caseload of approximately 2,000 cases is expected this year. The **General Regulatory Chamber** will also be preparing for expansion, with the Parking and Bus Lane Adjudicators and Police Appeals Tribunal scheduled to transfer from other areas of Scottish Government into this chamber from April 2019.

A new **Scottish Social Security Chamber** is being created from October 2018. This chamber will consider appeals against decisions of the new social security agency currently being set up by the Scottish Government. The new agency will operate the 11 welfare benefits being devolved to Scotland as part of the **Smith Commission** agreement. The new chamber will steadily expand from October over the next two to three years as these welfare benefits are rolled out.

The Smith Commission also proposed that responsibility for the administration of Scottish cases falling to be heard by the **tribunals whose functions relate to reserved** areas of UK law (including social security, immigration, employment and tax) should be devolved to Scottish Ministers. Detailed planning on the precise time and form of these transfers is ongoing, with the responsibility for administering tribunal business in relation to these currently “reserved” tribunals expected to transfer from Her Majesty’s Courts and Tribunals Service (HMCTS) to the SCTS in future. We will continue to work with the tribunals’ judiciary, the UK and Scottish Governments to agree a funding and operational model, and implementation plan in preparation for this transfer. The transfer itself will be dependent on the identification of funding to support transitional and ongoing administration costs.

Data Protection

The UK Government’s Data Protection Bill is expected to come into force in May 2018, replacing the existing data protection regime. We have ensured that the approach we take to managing information and data is compliant with the requirements of the new legislation. Once introduced we will build on our preparatory work, taking account of any best practice guidance provided by the Information Commissioner on applying the legislation in practice.

United Kingdom exit from the European Union

We continue to assess the potential impact that “Brexit” may have on the operation of the SCTS and the justice system across Scotland more generally. The precise impact of Brexit will depend largely on the final settlement negotiated between the UK government and the remaining EU states, but there are a number of areas on which SCTS will need to engage and potentially change its procedures, to ensure that the **administration of justice remains effective** throughout the negotiation process and beyond. These include issues relating to jurisdiction in child and family law cases with a cross-border dimension, jurisdiction rules in civil and commercial cases and reciprocal rules on the enforcement of court judgments in civil cases.

In relation to criminal business the Brexit negotiations may impact on provisions allowing for the exchange of information on previous convictions, the operation of the European Arrest Warrant and procedures relating to the freezing or confiscation of criminal property across EU states. Existing or new legislation may be challenged in the courts as the process unfolds, rules of court may require amendment to reflect changes and, in our position as a public body, we may need to revise our processes to reflect changes in employment law, procurement law or accounting regulations.

We have established **working groups on the potential impact of Brexit** to court and tribunal processes and to the organisation more generally – to keep abreast of, and continually plan for, the changes that may arise. We are also members of a wider justice-system Brexit planning group established under the auspices of the Justice Board for Scotland.

Financial Environment

The Scottish Government’s budget for the SCTS has been set at £117.7m for 2018-19 (inclusive of £19.6m of depreciation charges). In a challenging financial environment it is essential that we continue to deliver high quality services whilst promoting reform to ensure that Scotland’s courts and tribunals continue to meet the expectations of the public within the resources available.

Further detail on the 2018-19 financial plan is provided at [Annex B](#) (p22-23)

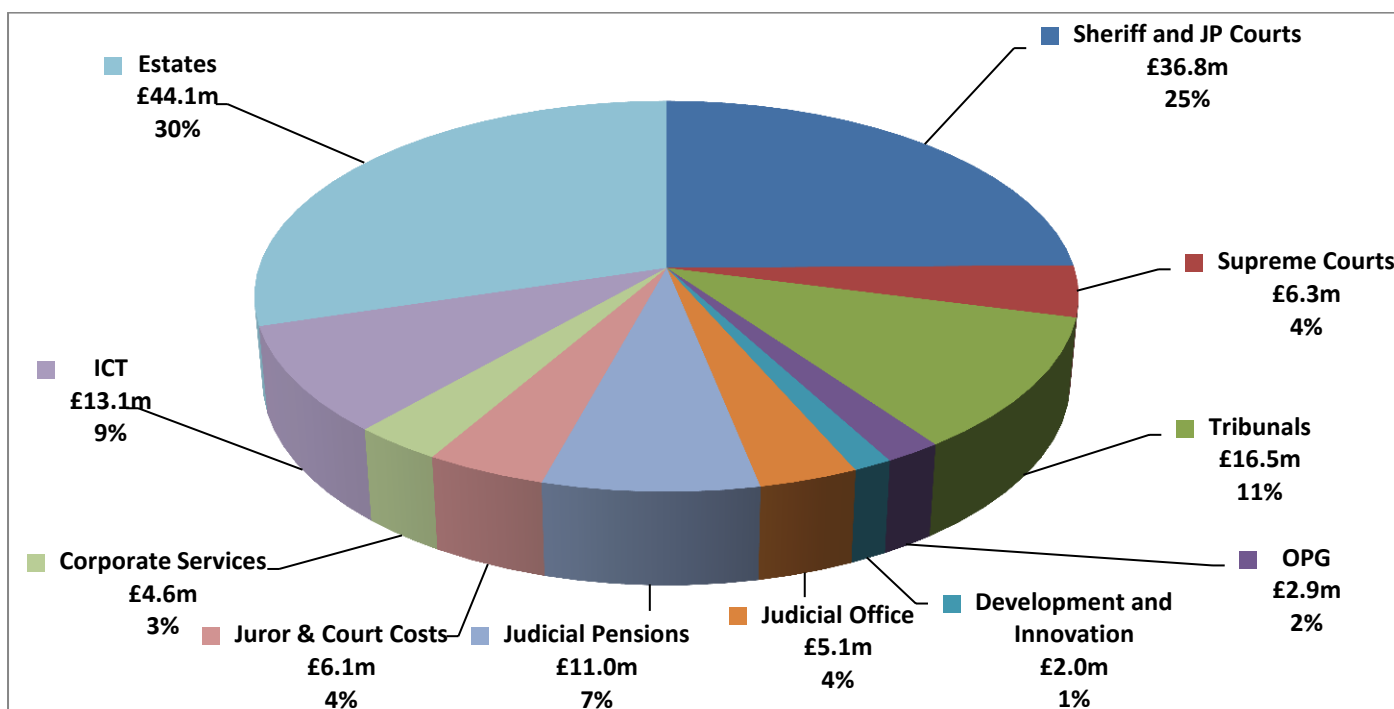
In recognition of the fact that significant ongoing reforms are underway, particularly in relation to the transfer of tribunal business to the SCTS, a number of in-year funding transfers have been agreed with the Scottish Government. Over the course of 2018-19 these will supplement the baseline budget by an additional £6.3m (as detailed at annex B) giving a total budget (inclusive of depreciation) for 2018-19 of £124m. This budget meets the majority of the annual running costs with the balance (£44m) being met from other sources of income (detailed on page 10).

Where do we invest our resources?

Diagram 1 below shows where the SCTS allocates its **resource by business area**. Some 88% of the total budget is invested directly in supporting front line operations, including the cost of maintaining a diverse and historical estate which accounts for 30% of funding. SCTS continues to invest in digitising the service with some 9% of available funds targeted on strengthening ICT provision to improve front line services.

The financial plan detailed at [Annex B](#) (pages 22-23) illustrates that total revenue expenditure for 2018-19 is budgeted at £125.5m, inclusive of a revenue reserve of £0.3m held to provide flexibility for emerging needs. Our major cost areas are staff, accommodation and estates management which account for over 66% of expenditure. Capital funding for 2018-19 is set at £22.9m which includes £13.4m provided specifically to progress development of the Inverness Justice Centre and a further £2m provided to improve court facilities in Kirkcaldy.

Diagram 1 – SCTS Revenue & Capital Expenditure – 2018-19 by business area – total £148.3m



As in previous years, we will strengthen our ICT infrastructure, most notably through the procurement of a new unified communications platform for the organisation, continued investment in court room technology, and ongoing investment in our cyber security and resilience. We will continue to invest in digital innovation, including further development of the Integrated Case Management System to deliver increased efficiency and facilitate the introduction of Civil Online.

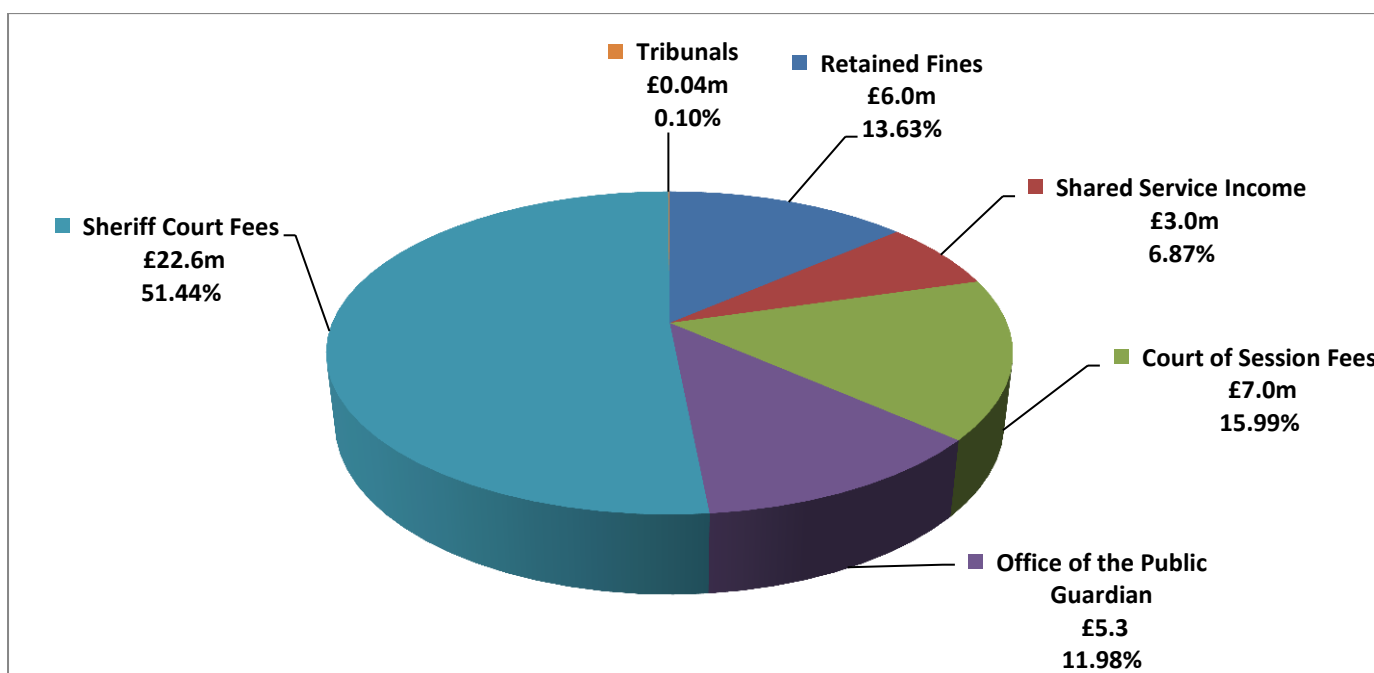
Income

Income for 2018-19 is projected to be £44m and Diagram 2 shows the detail of the income. Some 80% (£35m) of that projection is derived from fees. At £22.6m, the majority of these come through Sheriff Court fees. A new fees order is due to be implemented from April 2019 which will increase civil fees by 2.3%. This, combined with an anticipated 11.1% increase in activity within OPG operations and a recognition of the impact of additional Auditors of Court activity has resulted in a civil fees forecast of £35m for 2018/19.

Income from retained fines accounts for 14% of the SCTS income and is projected to be £6m in 2018-19. This source of income has been on a downward trend for several years due to the ongoing impact of the introduction of Police Recorded Warnings – reducing the level of fines collected and retained. In 2017/18, in recognition of falling Retained Fines income the Scottish Government underwrote SCTS’ Retained Fines income by £1m. There remains a large degree of uncertainty on Retained Fines income for 2018/19 and the SCTS anticipates calling on further Scottish Government support to meet this ongoing shortfall.

Finally, SCTS also provides accommodation and associated services to a number of public bodies, notably the Crown Office and Procurator Fiscal Service, attracting income of £3m.

Diagram 2 – SCTS Income – Projected Levels 2018-19 (total projected income £44m)



Tables summarising the financial allocation for 2018-19, broken down by both service area and cost category, can be found at [Annex B](#).

Business volumes

The workload of Scotland’s courts and tribunals will continue to be significant over the coming 12 months. Summary criminal business continues to represent the highest caseload volume with over 100,000 summary complaints forecast to be registered in 2018-19.

*Annex C provides summaries of key business volumes for 2015-16 & 2016-17. It also provides a forecast for 2017-18 and a projection for 2018-19.
(Pages 24-26)*

In collaboration with justice partners we continue to proactively manage case volumes – throughout 2017-18 waiting periods across the vast majority of Scotland’s courts were within the timescales considered to be optimal (under 16 weeks) with domestic abuse cases being heard within a more expedited timescale of 8-10 weeks.

The number of indictments registered in the High Court increased over the past year with the number of cases proceeding to trial remaining at the relatively high levels experienced in 2016-17. We anticipate that this will be a continuing trend, with further rises in the number of High Court trials expected in 2018-19. The complexity and length of trials being heard has also been increasing in recent years, resulting in a commensurate increase in the workload of the court. With a greater proportion of cases relating to sexual offending and domestic abuse these tend to be more likely to proceed to trial.

Reforms introduced to sheriff court solemn business by the Criminal Justice (Scotland) Act 2016 have improved the efficiency of case management at the sheriff and jury level and reduced levels of case churn. 2017-18 saw a 14% reduction in the number of indictments registered and an impressive 20% reduction in the number of trials where evidence was led. We expect those levels to be maintained over the coming year. Levels of summary complaints registered in the sheriff courts declined by a more modest 5%. The number of complaints registered in the Justice of the Peace Court fell by a further 9% in 2017-18, reflecting a long standing trend which reflects changes in prosecution policy, particularly in relation to road traffic offences. We will review our current provision of JP court programmes over the course of the coming year to ensure that supply effectively matches demand.

The majority of civil business levels in 2017-18 were similar to those in 2016-17, with the introduction of the new civil simple procedure leading to an increase in the number of cases registered for smaller debts – ensuring that a court remedy is more accessible to those seeking redress at the level of £5,000 or below. We expect those levels to be maintained in 2018-19. Business levels in the Sheriff Appeal Court and the all Scotland Personal Injury Court have now reached what we anticipate will be their normal annual levels – as such we expect these to remain broadly static over the coming year.

Office of the Public Guardian

Business levels continue to be high in the Office of the Public Guardian, as increasing numbers of people realise the importance of registering a Power of Attorney in order to ensure their financial affairs can be effectively managed should they be unable to, coupled with the ability to easily apply for a Power of Attorney on-line. A significant increase in the number of Powers of Attorney sought led to backlogs over the course of 2017-18 – these have now been cleared and steps taken to ensure that processing levels will continue to meet demand over the coming year.

Tribunal Business

Levels of business across Scotland’s devolved tribunals are generally on an upward trend, with a continuing year on year increase in Mental Health Tribunal applications, which carry the largest caseload of the devolved tribunals. These workloads continue to be monitored closely given the increasing demand and the tight statutory deadlines the Tribunal operates within. The creation of new jurisdictions within the Housing and Property Chamber has also led to increased case volumes as certain case types have transferred from the jurisdiction of the sheriff court. Several new chambers of the First Tier Tribunal for Scotland will go live in 2018 – where possible we have sought to provide projections for their business levels in Annex C.

Scottish Courts and Tribunals Service

Business Outcomes for 2018-19

Our key business outcomes for 2018-19 are listed on the following pages – grouped under our 7 strategic priorities:

A WELL SUPPORTED JUDICIARY

SATISFIED COURTS & TRIBUNALS USERS

SKILLED & MOTIVATED PEOPLE

A WELL-MANAGED ESTATE

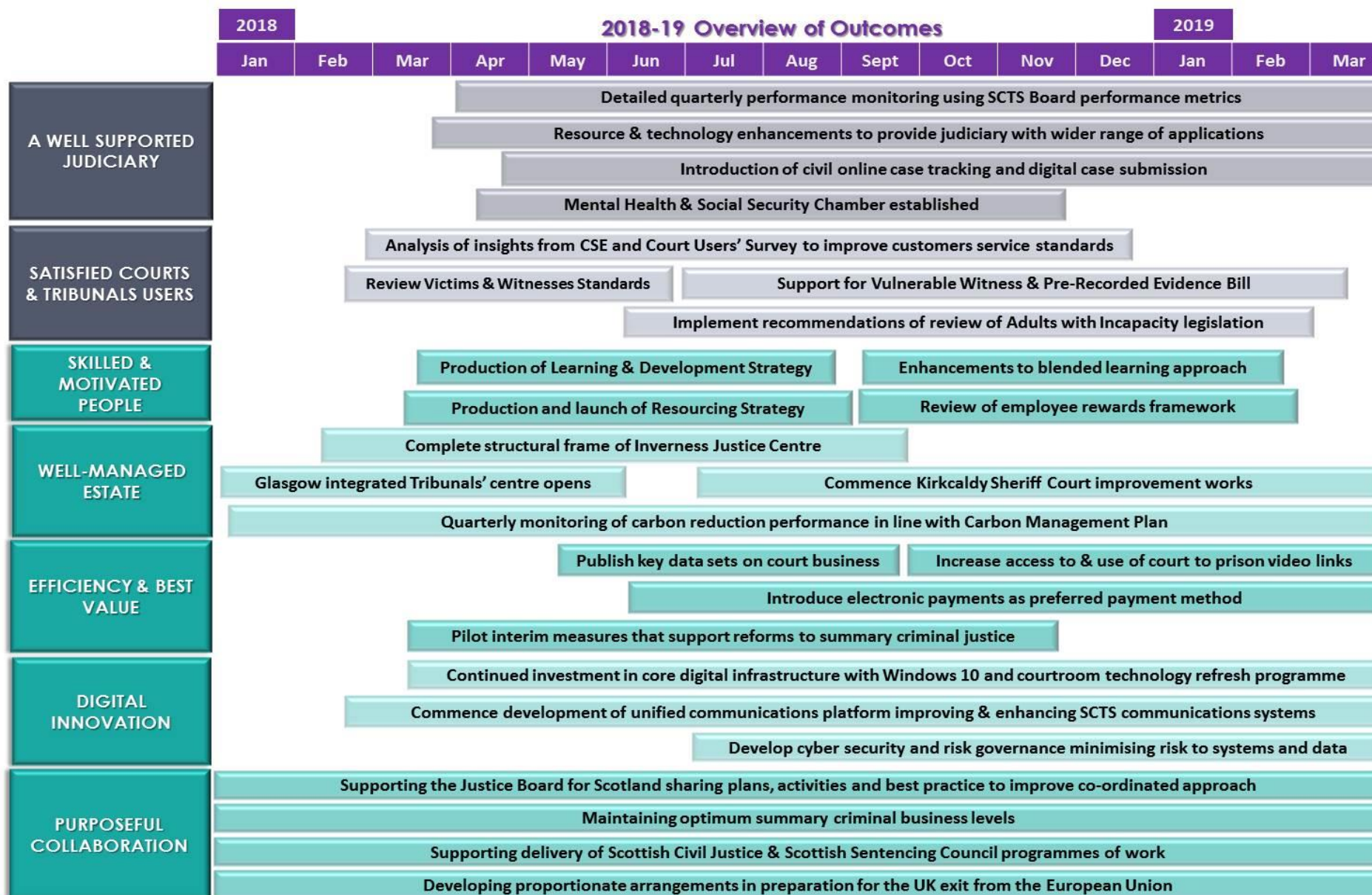
EFFICIENCY & BEST VALUE

DIGITAL INNOVATION

PURPOSEFUL COLLABORATION WITH JUSTICE BODIES

The SCTS Board scrutinises progress against this plan quarterly, alongside consideration of the [Board Scorecard](#) which reports on operational performance against the key indicators listed at [Annex F](#). This plan is supported by more detailed unit plans produced by each business area of the SCTS, which are used by Directors to manage progress in their areas.

The identification and effective management of risk is also necessary to ensure that risks to achieving our priorities are identified, assessed, addressed and reviewed. The key corporate risks identified by the SCTS Board are summarised at [Annex D](#). These were reviewed by the Board in February 2018 and are kept under regular review. Actions to control and mitigate corporate risks are monitored by both the SCTS Executive Team and the SCTS Board's Audit and Risk Committee.



Further information on these outcomes can be found on pages 14-20

A WELL SUPPORTED JUDICIARY STRATEGIC PRIORITY 1

We aim to ensure that the right technology, people, systems and processes are in place to assist the judiciary to dispense justice effectively.

The key areas for our focus in 2018-19 will be:

- Delivering effective ongoing support to the courts and tribunals judiciary as they manage business.
- Continuing to ensure that we take account of the views of the judiciary to help us inform improvements in service.
- Working in partnership to ensure the effective implementation of new civil court rules and the extension of our Integrated Case Management System.
- Supporting the tribunal judiciary as further reforms to the tribunal system are implemented.

Outcomes	Delivery date
<p>1.1 We will deliver the administration of Scotland’s courts, devolved tribunals and the Office of the Public Guardian to a consistently high standard, monitoring performance using the metrics set out in the SCTS Board performance scorecard.</p>	<p>Throughout 2018-19 (performance reported quarterly)</p>
<p>1.2 We will enhance the resources and technology available to support the judiciary including a) the roll-out of the new library service and b) an upgrade to operating and communications systems which, taken together, will enable the introduction of new applications, such as desktop video-conferencing and the scope to introduce new mobile devices.</p>	<p>March 2019</p>
<p>1.3 We will provide the resources to support more active case management supporting the go-live of online case tracking (phase 1) and digital case submission (phase 2) of simple procedure cases, through our integrated case management system.</p>	<p>March 2019</p>
<p>1.4 We will support the tribunals’ judiciary as the major programme of tribunal reform continues – including establishment of the Mental Health and Social Security Chambers of the First-tier Tribunal for Scotland.</p>	<p>November 2018</p>

SATISFIED COURTS & TRIBUNALS USERS

STRATEGIC PRIORITY 2

We will consistently deliver high-quality customer service, inspiring confidence in those who use our services, promoting inclusiveness and developing our understanding of customer needs through ongoing feedback and quality assessment.

The key areas for our focus in 2018-19 will be:

- Continuing to build our understanding of the needs and views of courts, tribunals and OPG service users to inform improvements in service quality.
- Reviewing the significant reforms in service provision for victims and vulnerable witnesses to ensure these are achieving the desired outcomes.
- Building our insight on the needs & views of tribunals users, as these are distinct from court users.
- Using the Customer Service Excellence (CSE) standard as our principal tool for understanding user needs, driving continuous improvement and independently validating our service.

Outcomes	Delivery date
2.1 We will build upon the results of our annual Customer Service Excellence assessment and biennial Court Users' Survey, using the insights gained to improve understanding of our customers' needs and expectations.	December 2018
2.2 We will review our standards of service for victims and witnesses, reporting on delivery against them and considering whether further steps can be taken to support those giving evidence in court.	June 2018
2.3 Building on the work of the Evidence and Procedure Review we will support the Scottish Government in the development of its Vulnerable Witnesses and Pre-recorded Evidence Bill to reduce further the need for children and vulnerable witnesses to give evidence in court.	March 2019
2.4 We will work with the Scottish Government to implement the recommendations of the review of Adults with Incapacity legislation – ensuring that reforms to the guardianship process improve outcomes for users.	February 2019

SKILLED & MOTIVATED PEOPLE STRATEGIC PRIORITY 3

We will maintain a skilled and motivated workforce supporting the judiciary and providing excellent customer service across the tribunals, courts and Office of the Public Guardian (OPG).

The key areas for our focus in 2018-19 will be:

- Continuing to develop the capability of our managers and people at both strategic and operational levels.
- Recognising the crucial role played by our people through appropriate recognition and reward.
- Building on our people strategy by setting out our future approach to learning, development, recruitment and resourcing.

Outcomes	Delivery date
3.1 We will review our current reward framework, making best use of available resources to ensure we can attract, develop and retain a high quality workforce.	February 2019
3.2 We will produce a new education and learning strategy to ensure learning continues to be aligned to our corporate goals and embraces new technology as part of the education experience.	August 2018
3.3 We will continue to develop our approach to blended learning across the organisation, building our virtual learning environment to provide staff with the opportunity to develop their technical and managerial skills.	December 2018
3.4 We will develop and launch a new recruitment and resourcing strategy which combines effective processes with a strong understanding of our current and future workforce needs.	September 2018

A WELL-MANAGED ESTATE STRATEGIC PRIORITY 4

We will develop and maintain our built and digital infrastructure to provide high-quality, safe, secure and sustainable environment for everyone using our services.

The key areas for our focus in 2018-19 will be:

- Implementing our estates strategy and carbon management plan to deliver facilities that are optimal for the 21st century.
- Working in partnership on the development of the justice centre in Inverness to ensure we deliver the optimal facility, meeting the needs of all who will use it.
- Balancing estates investment with maintenance and access requirements across the estate, against the backdrop of a constrained budget.
- Delivering improved facilities for tribunal users in Glasgow and court users in Kirkcaldy.

Outcomes	Delivery date
4.1 We will maintain progress on the construction of the new Inverness Justice Centre, working in partnership with justice agencies to ensure we deliver next a next-generation facility for the local justice community.	Ongoing to autumn 2019
4.2 We will open a new integrated Tribunals' Operations centre in central Glasgow, transferring tribunals' staff to modern and future proofed accommodation in a central location for all tribunals' users.	May 2018
4.3 We will commence development of enhanced court facilities in Kirkcaldy to improve the experience for court users and staff.	October 2018
4.4 We will continue to meet our challenging carbon reduction targets, realising efficiencies and ensuring we maintain our position as a leading public sector organisation in the field of sustainability.	Ongoing to March 2019 (performance monitored quarterly)

EFFICIENCY & BEST VALUE STRATEGIC PRIORITY 5

We will secure a stable financial base that allows us to continually improve our services and be sustainable in the long term. We will keep our processes under review to make sure that we deliver business in an effective, reliable and economical way.

The key areas for our focus in 2018-19 will be:

- Ensuring that clear and efficient business processes are in place, meeting the needs of all service users.
- Ensuring that progress of business is reliable, economical and avoids inappropriate delays.
- Improving systems and services so that we can work more effectively with the public – and with each other
- Sharing a wider range of data on our work proactively to build insight and public confidence.

Outcomes	Delivery date
5.1 We will work with justice partners to increase the use of video links from courts to prisons to improve the management of remote cases and increase the proportion of cases in which those held in custody only attend court when there is a clear benefit in doing so.	March 2019
5.2 We will improve levels of public understanding in the operation of the courts by proactively publishing key datasets on court business on a quarterly basis and by reviewing the SCTS Board performance scorecard.	October 2018
5.3 We will introduce the use of electronic payments as our preferred payment method wherever possible, improving automation and reducing the risk of fraud.	March 2019
5.4 Building on the work of the Evidence and Procedure Review we will pilot a programme of “interim measures” to identify reforms to the summary criminal justice system capable of delivering clear improvement.	November 2018

DIGITAL INNOVATION STRATEGIC PRIORITY 6

We will place digital innovation at the centre of what we do, making sure that we maximise the opportunities afforded by technology to improve processes, provide easy access to information, minimise physical appearance and support quicker outcomes.

The key areas for our focus in 2018-19 will be:

- Ensuring that our infrastructure is ready to support greater use of online transactions, video conferencing and digital evidence presentation – so that the amount of paper in the courtroom reduces.
- Continuing to consolidate our ICT on secure and flexible technology platforms.
- Providing courtrooms with a consistently high standard of ICT to ensure current and future systems can be used to best effect.

Outcomes	Delivery date
6.1 We will continue to invest in our core digital infrastructure through a rolling programme of courtroom technology updates and the installation of Windows 10 across our digital estate, ensuring our infrastructure remains current, efficient and resilient.	Ongoing throughout 2018-19
6.2 We will develop a child and vulnerable witness centre in Glasgow – drawing on best practice, new technology and user insight to create a facility where witnesses can provide their best evidence with the minimum of trauma.	November 2018
6.3 We will procure and commence development of a unified communications platform that will enhance the efficiency and effectiveness of our communications systems – allowing us to work more flexibly and innovatively.	November 2018
6.4 We will maintain and develop our cyber security and risk governance arrangements - allowing us to make increasing use of technology whilst minimising the risk to our systems and personal data.	December 2018

PURPOSEFUL COLLABORATION WITH JUSTICE PARTNERS STRATEGIC PRIORITY 7

We will work with justice bodies to deliver significant change and improvement to Scotland's justice system – through collaboration, communication and reform.

The key areas for our focus in 2018-19 will be:

- Contributing to effective policy development and innovation – ensuring that the future design and operation of court and tribunal systems is efficient, effective and meets user needs.
- Continuing to actively support collaborative reform and improvement of courts and tribunals through the Evidence and Procedure programme.
- Exploring the potential benefits of greater joint working in particular services and at particular locations.

Outcomes	Delivery date
7.1 We will support the vision and priorities of the Justice Board for Scotland – sharing our plans, activities and best practice to ensure a co-ordinated approach to investment and improvement across the justice community.	Justice Board meetings throughout 2018/19
7.2 We will continue to effectively manage criminal business levels - maintaining an optimum period between first calling and trial diet of 16 weeks in summary business and 8-10 weeks in domestic abuse cases.	Ongoing to March 2019 (performance monitored monthly)
7.3 We will provide effective administrative support to the Scottish Civil Justice Council and Scottish Sentencing Council to allow them to deliver their work programmes.	Ongoing <i>(detailed priorities in SSC and SCJC Plans)</i>
7.4 We will continue to develop proportionate arrangements to manage the potential impact of Brexit to court and tribunal processes and to the organisation more generally, working with other justice organisations to ensure a co-ordinated approach.	Quarterly review by transition working groups

Annex A - Strategy for Justice

JUSTICE IN SCOTLAND: VISION AND PRIORITIES

VISION

A JUST, SAFE & RESILIENT SCOTLAND

OUTCOMES

We live in safe, cohesive and resilient communities

Prevention and early intervention improve wellbeing and life chances

Our system and interventions are proportionate, fair and effective

We deliver person-centred, modern and affordable public services



PRIORITIES

We will enable our communities to be safe and supportive, where individuals exercise their rights and responsibilities

We will enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats

We will modernise civil and criminal law and the justice system to meet the needs of people in Scotland in the 21st Century

We will work with others to improve health and wellbeing in justice settings, focusing on mental health and substance use

We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation

We will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence

We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration

Annex B – Summary Financial Plan

2018-19 - Financial Summary by Cost Category

Cost Category	2018-2019 Budget Bill £000's	In year funding £000's	2018-2019 Budget £000's
Revenue			
Pay	53,300	1,603	54,904
Other Staff Costs	2,302	472	2,774
Rent & Rates	10,580		10,580
Accommodation	8,253	696	8,949
Building Maintenance	6,045		6,045
Judicial Costs	2,297	678	2,975
Judicial Pensions	10,800	190	10,990
Tribunal Members fees	6,268	1,925	8,193
Office & Other	5,622	144	5,766
Supplies & Services	5,334	333	5,666
Training	291		291
Travel	793	74	866
Total Direct Costs	111,885	6,115	118,000
Total Operational Costs	7,089	119	7,208
Revenue Reserve	250		250
Total Revenue Expenditure	119,224	6,234	125,458
Fees for Civil Cases	(35,000)		(35,000)
Rents Receivable	(3,022)		(3,022)
Retained Fines	(6,000)		(6,000)
Disposal of Fixed Asset	0		
Total Receipts	(44,023)	0	(44,023)
Net Revenue Expenditure	75,201	6,234	81,435
Capital			
Estates capital	2,400	11	2,411
ICT Capital	3,800	14	3,814
Inverness Justice Centre	13,400		13,400
ICMS Development	1,300		1,300
Kirkcaldy	2,000		2,000
Total Capital Expenditure	22,900	25	22,925
Total Net Expenditure before depreciation	98,101	6,259	104,360
Depreciation	19,600		19,600
Total Net Expenditure	117,701	6,259	123,960

Annex B (cont.) – Summary Financial Plan

2018-19 - Financial Summary by Service Area

Service Area	Budgets 2018-19		
	Revenue £000's	Capital £000's	Total £000's
Sheriff Court and Justice of the Peace Court	35,846		35,846
High Court and Court of Session	6,290		6,290
Tribunal Operations	16,473		16,473
Office of the Public Guardian	2,899		2,899
Development and Innovation	1,995		1,995
Judicial Office	5,070		5,070
Judicial Pensions	10,990		10,990
Juror Costs, Medical and Specialist Court Reports	6,136		6,136
ICMS	1,171	1,300	2,472
CEO	815		815
Operational Delivery	930		930
Corporate Services	3,493		3,493
Information Communication and Technology	6,810	3,814	10,624
Estates and Property Services	26,290	17,811	44,101
Reserve/(Shortfall)	250		250
Total Direct Costs	125,457	22,925	148,383
Receipts	(44,023)		(44,023)
Total Net Expenditure before depreciation	81,434	22,925	104,360
Depreciation	19,600		19,600
Total Net Expenditure	101,034	22,925	123,960

A commentary on the financial environment and budget can be found at pages 9-10 of this plan.

Annex C – Key Business Volumes and Planning Assumptions

Supreme Courts, Sheriff and Justice of the Peace Courts, Office of the Public Guardian

	2015/16	2016/17	2017/18 (Forecast)	2018/19 (Projection)
High Court				
High Court judge days	3780	3865	3620	3600
Indictments registered	748	671	760	780
Trials Evidence Led	403	443	470	540
High Court: criminal appeals lodged	673	650	550	500
Court of Session				
Court of Session judge days	1968	1836	1540	1500
Cases registered	2864	1079	1000	970
Proofs proceeding	168	121	70	68
Court of Session: civil appeals/reclaiming motions	238	226	180	160
All-Scotland Courts				
Sheriff Appeal Court – criminal appeals lodged	407	885	780	750
Sheriff Appeal Court – civil appeals lodged	42	253	300	300
Personal Injury Court: registrations	1143	2956	3270	3300
Sheriff Courts				
Sheriff Court sitting days	28819	28097	28000	28000
Sheriff Courts: Summary				
Complaints registered	72242	70717	66780	65000
Trials Evidence Led	9425	8982	8160	8000
Sheriff Courts: Solemn				
S&J Indictments registered	6460	5899	5040	5100
S&J Trials Evidence Led	1497	1314	1053	1070
Sheriff Courts: Civil				
Ordinary Cause registered	23212	22672	22080	22000
OC Proofs and Debates proceeding	971	817	900	880
Summary Cause/Small Claims/Simple Proc reg'd	49008	45761	56220	57000
SC Proofs Proceeding	515	519	430	440
JP Courts				
Complaints registered	54856	41402	37730	36000
Trials Evidence Led	3258	2810	2050	2000
Office of the Public Guardian				
Powers of Attorney registered	55508	54919	63209	76000
Guardianship Orders registered	2678	2728	2920	2800
Access to funds orders registered	350	313	300	300
Intervention orders registered	360	414	480	500

The Sheriff Appeal Court was established in 2015 – the criminal jurisdiction came into effect in Sep 2015 and the civil jurisdiction in Jan 2016.

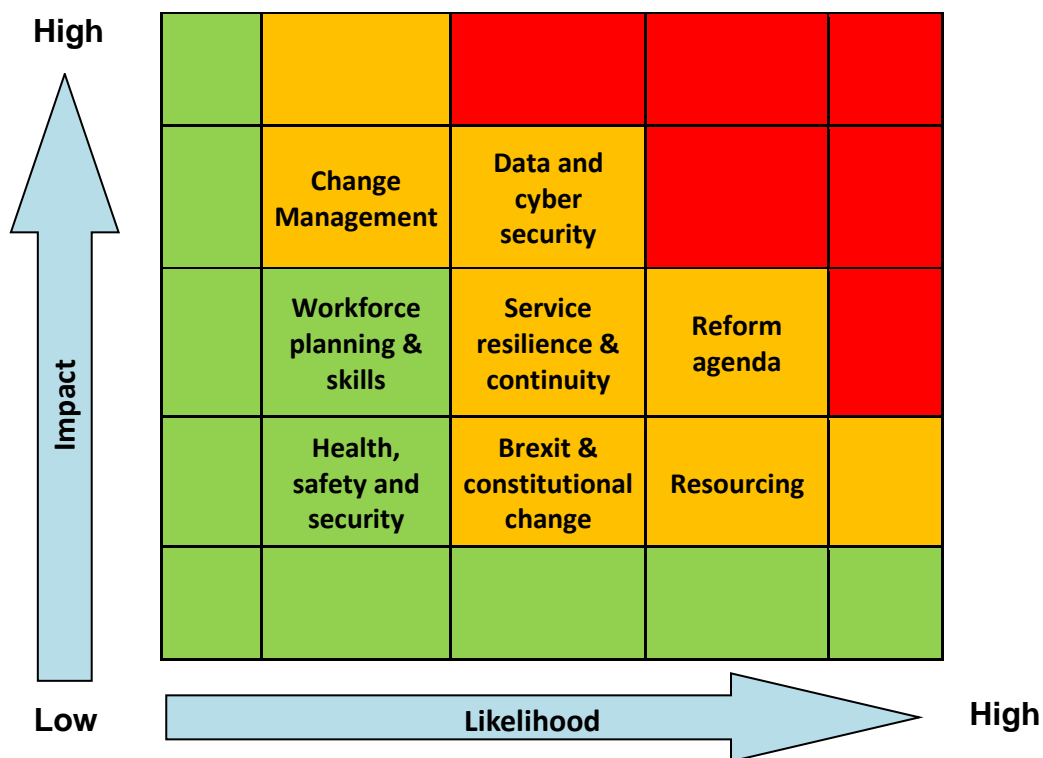
Annex C (cont.) – Key Business Volumes and Planning Assumptions

TRIBUNALS	2015/16	2016/17	2017/18 (Forecast)	2018/19 (Projection)
Upper Tribunal for Scotland				
Receipts	-	-	-	47
Disposals	-	-	-	40
Hearing Days	-	-	-	5
First-tier Tribunal for Scotland (Housing and Property Chamber)				
Property Factor				
Receipts	163	192	190	217
Disposals	171	191	156	206
Hearing Days	75	93	121	115
Rent & Repairs				
Receipts	335	267	207	297
Disposals	384	306	211	331
Hearing Days	192.5	264	121	212
Third Party				
Receipts	5	58	36	73
Disposals	0	17	34	39
Hearing Days	0.5	38	24	48
Right of Entry				
Receipts	8	36	61	89
Disposals	4	29	59	86
Hearing Days	n/a	n/a	n/a	n/a
Letting Agents (new from January 2018)				
Receipts	-	-	20	240
Disposals	-	-	18	216
Hearing Days	-	-	18	153
Private Tenancies (new December 2017)				
Receipts	-	-	50	1100
Disposals	-	-	13	990
Hearing Days	-	-	25	301
Private Rented Sector (new December 2017)				
Receipts	-	-	231	700
Disposals	-	-	57	630
Hearing Days	-	-	139	398

TRIBUNALS	2015/16	2016/17	2017/18 (Forecast)	2018/19 (Projection)
First-tier Tribunal for Scotland (Health & Education) (Established January 2018)				
Additional Support Needs				
Receipts	68	73	105	80
Disposals	67	59	93	69
Hearing Days	25	23	50	40
First-tier Tribunal for Scotland (Tax Chamber)				
Tax				
Receipts	2	11	10	12
Disposals	2	6	7	12
Hearing Days	0	0	3	12
First-tier Tribunal for Scotland (General Regulatory Chamber) (Established January 2018)				
Charity Appeals				
Receipts	0	0	0	1
Disposals	0	0	0	1
Hearing Days	0	0	0	1
Other Tribunals				
Mental Health Tribunal for Scotland				
Receipts	4239	4321	4510	4699
Disposals	4136	4227	4400	4594
Hearing Days	3453	3376	3405	3589
Mental Health Tribunal for Scotland (Excessive Security)				
Receipts	23	36	34	36
Disposals	8	36	33	36
Hearing Days	8	21	41	48
Lands Tribunal for Scotland				
Receipts	240	245	200	300
Disposals	367	215	900	500
Hearing Days	93	80	75	80
Pensions Appeals Tribunal For Scotland				
Receipts	222	213	200	264
Disposals	152	231	180	264
Hearing Days	66	61	59	75
Council Tax Reduction Review Panel				
Receipts	92	85	70	156
Disposals	60	108	73	152
Hearing Days	11	15	12	24

Annex D – Key Strategic Risk Categories & Corporate Risks

Strategic Risk Categories – Identified and Mapped by the SCTS Board



Strategic Risk Category	Principal Corporate Risk monitored by SCTS Board and Audit & Risk Committee
1. Workforce Planning & Skills	Failure to maintain a skilled and motivated workforce.
2. Health, safety and security	Significant health & safety or security breach.
3. Service resilience & continuity	Essential business & services compromised due to critical incident(s).
4. Data & Cyber Security	Significant data/system loss caused by failure in information management controls or cyber-attack.
5. Change Management	Failure to deliver planned key reforms in SCTS Corporate Plan and broader Justice Strategy.
6. Reform Agenda	Organisational structure and systems do not adapt to allow the benefits of reform to be realised.
7. Resourcing	Ability to deliver core business and/or reform programme reduces due to future budget restraint.
8. Brexit & Constitutional Change	Wider Policy/constitutional change impacts on SCTS' ability to deliver core business or reform.

Scottish Courts and Tribunals Service

Our Strategic Priorities & Objectives 2017–20

By supporting justice and building a stronger service we maintain:

- A well-supported Judiciary; and
- Satisfied courts and tribunals users.

In order to deliver we need:

- Skilled and motivated people;
- A well-managed estate;
- Efficiency and best value;
- Digital innovation; and
- Purposeful collaboration with justice bodies.

Underpinning the delivery of this we need:

- Strong leadership, governance and planning;
- Stable and sustainable funding.

For each of our seven strategic priorities the SCTS Board has set out the main objectives that the organisation aims to achieve over the 2017-20 Corporate Planning period.

Strategic Priority 1 – A Well Supported Judiciary

We aim to ensure that the right technology, people, systems and processes are in place to assist the judiciary to dispense justice effectively.

In achieving this we will focus on the following strategic objectives:

1.1 We will deliver a modern tribunal chamber structure for Scotland, including the transfer of the administration of reserved tribunals to SCTS and improvements in the systems, processes and operational support provided to the judiciary.

1.2 We will support the Lord President and Sheriffs Principals in delivering an effective structure for the disposal of court business across Scotland, including the continued deployment of summary sheriffs.

1.3 We will provide the staff, resources and tools required to support judicial case management as it increasingly becomes the norm.

1.4 We will deliver a state-of-the-art justice centre in Inverness that will support multi-agency collaboration and develop proposals for a further centre in Fife.

1.5 We will support the judiciary in the adoption of digital processes and further procedural change aimed at improving the justice system, including changes proposed under the Evidence and Procedure Review.

Strategic Priority 2 – Satisfied Courts & Tribunals Users

We will consistently deliver high-quality customer service, inspiring confidence in those who use our services, promoting inclusiveness and developing our understanding of customer needs through ongoing feedback and quality assessment.

In achieving this we will focus on the following strategic objectives:

2.1 We will introduce new procedures that will make it routine for the evidence and examination of children and vulnerable witnesses to be recorded in advance of trial, in an appropriate environment that does not confuse, distress or further traumatise the witness.

2.2 We will continue 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.

2.3 We will use the Customer Service Excellence standard to measure and improve upon the quality of service we deliver.

2.4 We will monitor and improve service standards for victims and witnesses – building on the current standards, customer feedback and the opportunities afforded by new technology.

Strategic Priority 3 – Skilled & Motivated People

We will maintain a skilled and motivated workforce supporting the judiciary and providing excellent customer service across the tribunals, courts and Office of the Public Guardian (OPG).

In achieving this we will focus on the following strategic objectives:

3.1 We will establish a new learning and development framework, transforming the delivery of training, learning and development by using a blended approach that gives access to knowledge and support when and where required.

3.2 We will ensure that our resourcing policy gives us the skills and competencies we require to be successful – using a mixture of secondments, apprenticeships and the development of professional qualifications and standards.

3.3 We will implement our new [People Strategy](#), taking a strategic approach to succession planning, talent management, career progression and lifelong learning.

3.4 We will ensure that we have the right policies, structures and resources in place to maintain a diverse and integrated workforce as our responsibilities expand.

Strategic Priority 4 – A Well-Managed Estate

We will develop and maintain our built infrastructure to provide a high-quality, safe, secure and sustainable environment for everyone using our services.

In achieving this we will focus on the following strategic objectives:

4.1 We will support the justice reform agenda by targeting investment across the courts estate, facilitating the use of technology and collaboration amongst partners to deliver business effectively.

4.2 We will invest in and develop the tribunals' estate, exploring the potential to bring services together and improve facilities for all those who use them.

4.3 We will increase the sustainability of our built estate by continuing to target historic backlog maintenance & meeting the challenging reduction targets set in our Carbon Management Plan.

4.4 We will explore the potential for the development of further justice centres in key population centres across Scotland – to support multi-agency collaboration should further funding become available.

Strategic Priority 5 – Efficiency & Best Value

We will secure a stable financial base that allows us to continually improve our services and be sustainable in the long term. We will keep our processes under review to make sure that we deliver business in an effective, reliable and economical way.

In achieving this we will focus on the following strategic objectives:

5.1 We will work with partners to ensure that Scotland's legal, technical and operational framework ensures that people only attend court in person when there is a clear benefit in doing so.

5.2 We will develop a high-quality web presence providing clear user advice, information and access to new digital services as these are developed.

5.3 We will continue to review internal business processes to maximise efficiency and effectiveness, thereby achieving best value.

5.4 We will review our fee structures to ensure that fees incentivise efficient and effective practice and are matched to the costs of activity.

Strategic Priority 6 – Digital Innovation

We will place digital innovation at the centre of what we do, making sure that we maximise the opportunities afforded by technology to improve processes, provide easy access to information, minimise physical appearance and support quicker outcomes.

In achieving this we will focus on the following strategic objectives:

6.1 We will extend our integrated case management system to other business areas, providing an efficient platform for case management and electronic data interchange.

6.2 We will invest in systems to support effective mobile working and collaboration for the judiciary and staff.

6.3 We will invest in the security and resilience of our networks and systems to underpin our increasing use of digital services and to mitigate the increasing threat of cybercrime.

6.4 We will work with our partners to refresh and develop the SCTS Digital Strategy and collaborate to deliver shared capabilities and common best practices.

Strategic Priority 7 – Purposeful Collaboration with Justice Partners

We will work with justice bodies to deliver significant change and improvement to Scotland's justice system – through collaboration, communication and reform.

In achieving this we will focus on the following strategic objectives:

7.1 We will, as members of Scotland's Justice Board and its six local criminal justice boards, work in partnership with justice agencies, professional groups and the third sector, to maintain and improve system performance, integrating long-term policy development with practical operational improvements.

7.2 We will work with the UK Government, Scottish Government and justice partners to deliver a smooth transition of the administration of reserved tribunals to the SCTS.

7.3 We will lead the development of reforms to criminal business set out in the Evidence and Procedure Review, introducing a new approach to case management, using digital evidence and online case management to eliminate unnecessary, routine and often repeated hearings in court.

7.4 We will explore the potential to make greater use of online and alternative dispute resolution in civil and administrative cases – avoiding the need for hearings where matters can be settled.

Annex F – Summary of Key Performance Indicators

Performance against the KPI measures is monitored quarterly by the SCTS Board, using its Performance Scorecard published on our website, which assesses a range of measures relating to delivery of our seven Strategic Priorities. These are summarised below.

1. A WELL SUPPORTED JUDICIARY

1a Judicial satisfaction levels (assessment of most recent judicial attitudes survey plus qualitative assessment by SCTS Executive Team).

2. SATISFIED COURTS & TRIBUNALS USERS

2a User satisfaction levels (based on SCTS Court User Survey Data and ratings provided in independent Customer Service Excellence analysis).

2b Percentage of summary criminal cases disposed of within twenty-six weeks (based on official justice system statistics).

3. SKILLED & MOTIVATED PEOPLE

3a Employee engagement levels (indicator based around staff turnover, absence levels and survey data).

3b Delivery of staff development (indicator based around skills assessment tool and index rating).

4. A WELL-MANAGED ESTATE

4a Investment in the Estate (assessment of investment levels to ensure that backlog maintenance is being managed effectively).

4b Sustainability and carbon reduction (assessment of whether the organisation is meeting carbon reduction targets set).

5. EFFICIENCY & BEST VALUE

5a Sheriff summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).

5b JP summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).

5c Summary trials adjourned with no evidence led (proportion of trials called where the substantive business cannot proceed, based on court system data).

5d Court business waiting times (non-summary). An analysis of twelve key waiting indicators across a broad range of court business, assessing whether waiting times in relation to that business remain within optimal levels.

5e Effective Tribunals Operations – an assessment of 14 key administrative targets monitored by Tribunal Operations Directorate, to ensure that tribunals are effectively administered.

6. DIGITAL INNOVATION

6a Proportion of applicable transactions carried out online (measure to assess and drive greater use of online systems, such as online fines payment).

6b IT system resilience (measure to report on the effective delivery of core SCTS systems).

7. PURPOSEFUL COLLABORATION WITH JUSTICE PARTNERS

7a Assessment of collaboration with other justice bodies and through the Justice Board for Scotland.

8. FINANCIAL INDICATORS

8a Managing expenditure (comparison of actual expenditure with profiled expenditure to ensure robust budgeting).

8b Managing income (comparison of actual fines and fees income with profiled income to ensure robust profiling).

SCTS website

<http://www.scotcourttribunals.gov.uk>

SCTS Reports and Data

www.scotcourts.gov.uk/about-the-scottish-court-service/reports-data

SCTS Board

www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board

Office of the public Guardian

www.publicguardian-scotland.gov.uk

Scottish Tribunals

<http://www.scotcourts.gov.uk/the-courts/the-tribunals/about-scottish-tribunals>

Other Courts & Tribunals

<http://www.scotcourts.gov.uk/the-courts/the-tribunals/other-courts-and-tribunals>

Judicial Office for Scotland

www.scotcourts.gov.uk/about-the-scottish-court-service/judicial-office-for-scotland

Scottish Government

<http://www.gov.scot>

Scottish Civil Justice Council

www.scottishciviljusticecouncil.gov.uk

Scottish Sentencing Council

<https://www.scottishsentencingcouncil.org.uk>

Justice Strategy for Scotland

<http://www.gov.scot/Publications/2012/09/5924/0>

If you require production of this document in another language or format please contact us at: enquiries@scotcourttribunals.gov.uk

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