

## SCTS Business Plan Delivery report 2021-22 – End Year Position

OUTCOMES	Delivery Date	Status (RAG)	Progress as at end of 2021-22 Business Year	Commentary	
1. A Well Supported Judiciary (WSJ)	<p><b>WSJ: O1</b> We will fulfil our purpose of supporting justice by <b>delivering the administration</b> of Scotland’s courts, devolved tribunals and Office of the Public Guardian – ensuring that we capture and <b>develop sustainable virtual and remote working methods for use beyond the pandemic</b> to deliver an improved service.</p>	Through 20-21 (reports quarterly)	Complete	<ul style="list-style-type: none"> <li>The Board Scorecard for 2021-22 outlining quarterly performance against the agreed Key Performance Indicators for the organisation is published on the SCTS Board page on the SCTS website: <a href="http://www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board">http://www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board</a>.</li> <li>The scorecard was presented to the SCTS Board quarterly, with KPIs reviewed annually.</li> </ul>	<ul style="list-style-type: none"> <li>Tribunal hearings, Court of Session and sheriff court civil business, operating a flexible model (virtual/telephone/in-person), allowed business to continue at close to pre-pandemic levels with no significant backlogs accruing. Remote giving of evidence for police &amp; professional witnesses in the High Courts becoming the default since January (realising cost benefits).</li> </ul>
	<p><b>WSJ: O2:</b> We will, as soon as it is safe to do so, work with the judiciary and justice organisations to <b>introduce additional criminal case capacity to commence reduction of backlogs</b> that have accumulated as consequence of the pandemic.</p>	Sept 21	Complete	<ul style="list-style-type: none"> <li>The Court Recovery Programme was successfully established in September 2021 – operating with increased capacity of 4 additional High Courts, 2 additional sheriff &amp; jury courts and 10 additional sheriff summary courts since September.</li> <li>Additional SG funding will support continuation of the recovery programme in 2022-23.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. Work continues with the aim to return summary business to pre-COVID levels by March 2024 and solemn by March 2026, subject to continued funding beyond 2022-23 – see outcome CBJ:02.</li> </ul>
	<p><b>WSJ: O3</b> We will <b>explore the recommendations of the Lord Justice Clerk’s review of the management of sexual offence cases</b> and develop an implementation plan to ensure that its aim of improving the experiences of complainers and witnesses, is achieved.</p>	Oct 21	Complete	<ul style="list-style-type: none"> <li>Following publication of the report recommendations in March 2021, SCTS is leading on the implementation of those that fall <i>out-with</i> the remit of the Scottish Government led Governance Group – including judicial training (particularly trauma informed training) and jury manual updates. SCTS is working closely with SG and is a member of the Governance Group overseeing the implementation of all work-streams.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. SCTS will continue to work with justice partners in the coming year to deliver recommendations requiring legislative change whilst, in tandem, improving capacity for pre-recording of evidence and rolling-out training to support a trauma-informed approach.</li> </ul>
	<p><b>WSJ: O4</b> We will maintain the successful <b>implementation of the Tribunals Reform Programme</b>, including the expansion of the Social Security Chamber, the transfer of the Mental Health Tribunal for Scotland and the establishment of a Valuation Appeal Chamber in the First-tier Tribunal for Scotland.</p>	Throughout 21-22	Part Delivered – work ongoing	<ul style="list-style-type: none"> <li>Tribunals Reform continued during 2021-2022.</li> <li>Social Security Chamber (SSC) – Child Disability Payments went live in November and phase 1 of the Digital Tribunal Platform launched in December, offering digital document and case management capabilities.</li> <li>Work continues on creation of the Local Taxation Chamber with recruitment underway for key administrative posts.</li> </ul>	<ul style="list-style-type: none"> <li>Transfer of the Mental Health Tribunal for Scotland (MHTS) is delayed (due to deferred regulations) with a new date to be confirmed by Scottish Government.</li> <li>Local Taxation Chamber – transferring 1 January 2023 along with Valuation Appeals Committee (VACS). An interim Chamber President has been appointed.</li> </ul>

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2. Satisfied Service Users	<p><b>SSU: O1</b> We will <b>maintain the safest possible operating environment for all essential court and tribunal business</b> that must continue to be delivered in person during the COVID-19 pandemic.</p>	Ongoing until measures no longer required	Complete	<ul style="list-style-type: none"> <li>During 2021-22, SCTS has continued to prioritise staff, court and tribunals users’ safety whilst ensuring premises remained open for business – supported by a blend of in-person and remote / virtual business solutions.</li> <li>Guidance for all service users and staff was regularly updated to reflect evolving public health safety advice.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. We have taken a cautious, risk-based, approach to slowly removing restrictions such as physical distancing following the end of all government legal restrictions on 21 March.</li> <li>Maintaining the safety of those using our facilities remains a priority – baseline safety measures (e.g. enhanced cleaning and 100% fresh air ventilation) are kept under review.</li> </ul>
	<p><b>SSU: O2</b> We will <b>review our approach to measuring user and customer satisfaction</b> to ensure it provides high quality insight on our service in an efficient and timely way.</p>	Dec 21	Complete	<ul style="list-style-type: none"> <li>Customer service has remained a priority ensuring service users feel safe and supported during the pandemic.</li> <li>A three phased Court User Satisfaction Survey was agreed. Phase 1 ran from June to November 2021 and surveyed users’ experience of jury trials – the <a href="#">published</a> results show overall satisfaction improved to 95%.</li> </ul>	<ul style="list-style-type: none"> <li>Survey programme continues with Phase 2 (Civil) and Phase 3 (Summary Criminal) results due to be published before the end of the year.</li> <li>Customer Service Excellence (CSE) Accreditation assessment activity (delayed due to COVID) is anticipated to commence in the autumn of 2022.</li> </ul>
	<p><b>SSU: O3</b> We will publish our bi-annual Mainstreaming Equality Report and evaluate progress towards <b>delivery of our Equality Outcomes</b>, promoting awareness and understanding of equality and diversity, to improve services.</p>	June 21	Complete	<ul style="list-style-type: none"> <li>Report was <a href="#">published</a> in June 2021.</li> <li>Work is being undertaken to ensure equality business requirements inform our Website refresh project and a new “Valuing Equality and Difference” training package, will inform future team diversity discussions.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year – delivery of our 3-year equality plan continues.</li> </ul>
	<p><b>SSU: O4</b> We will review our <b>service standards for victims and witnesses</b> and continue to support the work of the Victims’ Taskforce, ensuring that new developments in our services improve the experience for victims and witnesses.</p>	Sept 21	Complete	<ul style="list-style-type: none"> <li>Standards of Service for Victims and Witnesses Annual Report, published in accordance with Section 2 of the Victims and Witnesses (Scotland) Act 2014 can be found <a href="#">here</a>.</li> <li>A mid-year review was completed and an engagement event in July 2021 saw victim organisations and justice partners reviewing Service Standards to ensure they meet or exceed their needs (enshrined in a victim-centred approach driven by the Victims Taskforce).</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. Work is ongoing to regularly review SCTS’ Standards of Service in order to help victims / witnesses feel supported, safe and informed during their justice journey.</li> </ul>

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3. Skilled & Motivated People	<p><b>SMP: O1</b> We will <b>support our people to work well and work safely throughout the COVID-19 pandemic</b> – providing high quality home-working solutions plus equipment, resources and policies for all that prioritise health, safety and wellbeing.</p>	<p>Mar 22 (reprofiled from Sep 21 due to continuation of pandemic)</p>	<p>Complete</p>	<ul style="list-style-type: none"> <li>All SCTS buildings were continually risk-assessed during the year with baseline safety measures and updated guidance in place to ensure a safe environment for staff / service users.</li> <li>We have supported around 500 staff daily with high quality home-working solutions – our response to the pandemic necessitated a third of staff on average to work from home.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. In November 2021 we saw the highest level of staff working at home (49%). A new SCTS hybrid working policy will support a blended home and office working business model in future.</li> </ul>
	<p><b>SMP: O2</b> We will develop a programme to assess and <b>support the level of digital and technical skills</b> required by our people in the longer-term to support both the judiciary and service users in an increasingly digital environment.</p>	<p>Dec 21</p>	<p>Complete</p>	<ul style="list-style-type: none"> <li>A Digital Health Check (assessing digital and technical skills levels) and Learning Trends survey were completed as part of a wider Education &amp; Learning Survey informing business / programme planning.</li> <li>Training programme rolled-out included virtual hearings training plus a range of e-learning training resources e.g. remote-working, digital skills and Open University courses.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. Core skills assessment activity for this year has been undertaken.</li> </ul>
	<p><b>SMP: O3</b> We will <b>implement the second phase of our People Systems upgrade</b>, delivering a new recruitment module and review implementation of the first phase (salaries and expenses) to ensure that improvements and efficiencies are achieved.</p>	<p>Feb 22</p>	<p>Part Delivered – completion in 2022-23</p>	<ul style="list-style-type: none"> <li>Phase 1.5 – following successful pilots and testing, a phased go-live saw successful automation of around 20-30 manual processes, with good feedback from stakeholders.</li> <li>Phase 2 – recruitment module is built with testing in final stages overseen by dedicated focus group.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome was partially complete. Phase 1 evaluation was completed in early 2021 with legacy HR system decommissioned by June. Phase 1.5 roll-out to the wider business is planned during summer 2022 with Phase 2 recruitment function due to be deployed in late 2022.</li> </ul>
	<p><b>SMP: O4</b> We will review and update our <b>performance management, succession planning and talent management processes</b> to ensure our people are supported to give their best, both now and in the future.</p>	<p>Mar 22</p>	<p>Part Delivered – completion in 2022-23</p>	<ul style="list-style-type: none"> <li>Talent management proposals were finalised in early 2022 and a new programme is being scoped.</li> <li>New succession planning arrangements introduced with initial review of senior roles completed – a quarterly review process is in place and a strategy is being developed.</li> <li>Outline performance management proposals were developed with a benchmarking exercise undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Work was delayed due to resource pressures caused by COVID-19 activities / staff changes. HR is consulting with PCS internal stakeholders to refine Performance Management proposals with expected roll-in January 2023.</li> </ul>

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4. Sustainable Buildings and Business	<p><b>SBB: O1</b> We will <b>extend our capacity to conduct solemn trials</b> by maintaining the innovative use of remote jury centres and by <b>reconfiguring court rooms to accommodate solemn and multi-accused trials</b> – ensuring that the most serious criminal business can continue to be heard and backlogs addressed.</p>	<p>Mar 22 (reprofiled from Oct 21 due to continuation of pandemic)</p> <p style="text-align: center; background-color: #0070c0; color: white;">Complete</p>	<ul style="list-style-type: none"> <li>Continued use of Remote Jury Centres (RJC) with more than 40 remote jury rooms across Scotland ensured that the most serious criminal trials continued in a safe, physically distanced, environment (RJC contracts were extended until September 2022 with contingency options thereafter).</li> <li>Over 1,400 solemn RJC trials were run with High Court case-processing exceeding pre-pandemic levels.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. Ongoing work in early 2022-23 will include the retro-fitting of the court estate to accommodate the return of jurors to our solemn courts over the summer months – on the back of the removal of mandatory physical distancing measures.</li> </ul>
<p><b>SBB: O2</b> We will submit proposals to the Scottish Government for <b>future investment in our built estate</b> – setting out the measures required to address backlog maintenance and to achieve the step-change in sustainability needed to meet <b>carbon-zero targets</b>.</p>	<p>Mar 22 (reprofiled from Dec 21)</p> <p style="text-align: center; background-color: #0070c0; color: white;">Complete</p>	<ul style="list-style-type: none"> <li>Plan for Edinburgh Justice Campus Project (EJCP) approved by project board in December and Phase 1 of contract award tender closed in March 2022.</li> <li>A finalised EJCP funding bid to Ministers has been prepared on a 3 phase approach.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for the year. Total backlog maintenance spend in 2021-22 was £8.06m, ensuring our buildings remained safe and wind / watertight. EJCP funding bid is to be submitted with other investments in backlog maintenance and ‘shovel ready’ projects planned in 2022-23.</li> </ul>	
<p><b>SBB: O3</b> We will <b>review our Estates Strategy</b> to identify the long-term opportunities presented through increased <b>digital and remote</b> working – equipping our facilities for the future.</p>	<p>Mar 22</p> <p style="text-align: center; background-color: #ffc000; color: white;">Part Delivered– work ongoing</p>	<ul style="list-style-type: none"> <li>We have reviewed the implications of new business practices on the estates strategy and opportunities from virtual courts and remote working.</li> <li>Uplift to £300K (from £150k) for Strategic Planning and Development Projects approved – providing increased investment to support our Change Programme / LABs.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome was partially complete. Work is ongoing to explore estate rationalisation and digital adaptations as part of changing service delivery models including hybrid / blended office-home working arrangements and re-configurations for remote witness solutions.</li> </ul>	
<p><b>SBB: O4</b> We will meet our demanding carbon reduction targets and demonstrate our commitment to ongoing progress by <b>retaining Carbon Trust Triple standard accreditation</b>.</p>	<p>Throughout 2021-22 (reported quarterly)</p> <p style="text-align: center; background-color: #0070c0; color: white;">Complete</p>	<ul style="list-style-type: none"> <li>The Carbon Trust Triple Standard was retained until 31 March 2022.</li> <li>£1.2m was invested to provide Electric Vehicle charging points estate-wide including Island courts.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete. SCTS will bid in the next round of Scottish Government’s decarbonisation funding exercise in order to drive forward our carbon reduction ambitions in 2022-2023.</li> </ul>	

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5. Digital Services	<p><b>DS: O1</b> We will <b>improve our digital infrastructure</b> including networking, firewalls, secure remote access, collaboration platforms and cloud platforms – allowing court and tribunal business to be conducted remotely on secure and reliable platforms as further reforms are introduced.</p>	Throughout 2021-22	Complete	<ul style="list-style-type: none"> <li>• Cyber Essentials Plus (CEP) accreditation obtained in 2021.</li> <li>• Successful migration of ICMS (from UK Cloud) to Azure in February 2022 following pre-go-live disaster recovery tests.</li> <li>• SCTS has enrolled on the National Cyber Security Centre Early Warning Service – providing extra front line early warning protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Outcome complete – with Cyber Essentials Plus accreditation sought in 2022. Enhanced monitoring remains in place to manage new and evolving world-wide cyber threats.</li> </ul>
	<p><b>DS: O2</b> We will launch a <b>new online case management system for use in the Social Security Chamber</b>, supporting fully digitised case management and capable of future roll-out across other tribunals business areas.</p>	Nov 21	Complete	<ul style="list-style-type: none"> <li>• Phase 1 work was completed following successful testing and roll-out, with positive feedback received.</li> <li>• Phase 2 requirements are defined for enhanced features including appellants’ portal activity and web platform.</li> </ul>	<ul style="list-style-type: none"> <li>• Outcome complete – new Digital Tribunals Platform went live on 14 December supporting integrated digital document sharing within the Social Security Chamber and case management capabilities.</li> </ul>
	<p><b>DS: O3</b> We will minimise inconvenience and reduce the need for physical appearance at court by developing a solution for the <b>remote provision of evidence by police and professional witnesses</b>.</p>	Jan 22 (re-profiled from Oct 21)	Complete	<ul style="list-style-type: none"> <li>• From January 2022, the remote giving of evidence by both police and professional witnesses became the default method in High Court trials (approx. 90% conversion rate) with a new Joint Protocol put in place.</li> <li>• A 12-week trial involving over 20 witnesses received very positive feedback from stakeholders with significant cost savings realised for Police Scotland and other professionals.</li> </ul>	<ul style="list-style-type: none"> <li>• Outcome complete for this year – with default solution now live. Collaboration with Police Scotland is ongoing to expand remote police witness rooms to around 50, depending on court demands.</li> </ul>
	<p><b>DS: O4</b> We will build on the introduction of <b>virtual summary trials and virtual custody cases</b> during the pandemic, <b>increasing resilience and capacity</b>, whilst reducing costs and carbon emissions.</p>	Dec 21	Part Delivered – completion in 2022-23	<ul style="list-style-type: none"> <li>• Over 2,000 fully virtual custody (VC) hearings were successfully held using an entirely virtual model.</li> <li>• Following a pilot in Tayside, Central and Fire, the virtual custody approach was used during COP26 then expanded to North Strathclyde in early 2022.</li> <li>• Virtual Trials National Project Board report proposed a shift to a single court per Sheriffdom for virtual domestic trials.</li> </ul>	<ul style="list-style-type: none"> <li>• Outcome was partially complete – a formal review of virtual custodies will inform future expansion.</li> <li>• The cross-justice sector Virtual Trials National Project Board reconvened in late March, agreeing to continue the pilot of the use of virtual summary trials for domestic abuse cases.</li> </ul>

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6. Efficiency & Best Value	<p><b>EBV: O1</b> We will introduce a <b>new digital expense payment system</b>, initially for appellants in the Social Security Chamber – providing a more efficient and secure system with a high-quality customer interface and fast payments service.</p>	<p>Mar 22 <small>(reprofiled from Aug 21)</small></p>	<p><b>Complete</b></p>	<ul style="list-style-type: none"> <li>Initial Digital Expenses Payment System (DEPS) pilot, focusing on Juror Expenses, launched successfully in Glasgow in late February.</li> <li>Additional DEPS functionality for Tribunals Appellants was reviewed with final testing undertaken prior to a launch in late March.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for this year. A further pilot for Tribunals Appellants' expenses (in some chambers) is due to commence in summer 2022 as part of plans to expand the new platform across other services.</li> </ul>
	<p><b>EBV: O2</b> We will undertake a <b>strategic analysis of vulnerable witness, video link and remote tribunal sites</b>, in collaboration with COPFS, to ensure we have an appropriate range of sites that support vulnerable witnesses to give their best evidence in a quality environment.</p>	<p>Jan 22</p>	<p><b>Complete</b></p>	<ul style="list-style-type: none"> <li>We have invested in additional remote evidence suites to ensure that that witnesses can give evidence in a safe, high-quality, be-spoke, environment.</li> <li>New facilities have been configured in Glasgow and Inverness – now providing remote witness 'Evidence by Commission' (EBC) capability for vulnerable service users.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for this year. Development works for additional facilities in Edinburgh and Aberdeen are due to be completed in the coming weeks.</li> </ul>
	<p><b>EBV: O3</b> We will make <b>enhancements to the SCTS website capability and content</b>, expanding the range of statistics available with new management information reports for civil business.</p>	<p>Ongoing in Q1 2022/23 <small>(reprofiled from Feb 22)</small></p>	<p><b>Part Delivered – completion in 2022-23</b></p>	<ul style="list-style-type: none"> <li>SCTS internet refresh has progressed with user research completed and user requirements workshops undertaken (website survey captured over 700 responses) – stakeholder interviews will inform new web design.</li> <li>New Internal staff intranet using Sharepoint platform was rolled-out, with 'champions' and business coordinators in place to ensure content remains up-to-date and best use of the new technology can be made.</li> </ul>	<ul style="list-style-type: none"> <li>Website development work is due to continue in 2022 with incremental migration to a new site thereafter.</li> </ul>
	<p><b>EBV: O4</b> We will identify and drive savings through our approach to purchasing and contract management, <b>delivering a further £0.5m of savings through better procurement and cost avoidance</b>.</p>	<p>Throughout 2021-22</p>	<p><b>Complete</b></p>	<ul style="list-style-type: none"> <li>Savings Report 2020-21 projects that SCTS-generated savings and those via SG Framework Contracts will be approximately £1.8m (plus a further £30k non-cash savings).</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete. Final figures to be confirmed post-audit.</li> </ul>



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7. Purposeful Collaboration	<b>CJB: O1</b> We will support the work of the Justice Board for Scotland and criminal justice board, <b>working collaboratively to manage the response, recovery and lessons learned from COVID-19</b> – building on innovations that have been implemented.	Throughout 20-21	Complete	<ul style="list-style-type: none"> <li>A Multi-year recovery programme launched in September, supported by modelling reports.</li> <li>New '<a href="#">Vision for Justice</a>' strategy for Scotland was published on 8 February – directing the route of transformation activity across the justice system up to 2026, with 'Recovery one of four core themes.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete for this year. A robust and inclusive COVID 'lessons learned' exercise will be completed during 2022 (core activities were scoped during 2021-22 and are already underway).</li> </ul>
	<b>CJB: O2</b> We will manage <b>criminal business levels</b> in close collaboration with justice partners, using performance reporting that will visibly <b>demonstrate the progress being made to address backlogs</b> caused by the COVID-19 pandemic.	Monitored / published monthly	Complete	<ul style="list-style-type: none"> <li>Criminal court recovery programme (see WSJ:02) is well established and having a positive impact. The number of evidence led trials in 2021-22 increased by approximately 16% in the high courts and in the sheriff solemn courts they are around 80% compared to pre-pandemic levels.</li> <li>Despite business reductions in Q3 due to COP26 and Omicron impacts, courts are now operating at full capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete. Monthly reports on criminal case throughput will continue to be monitored and inform work to reduce criminal case backlogs – including returning summary business to pre-COVID levels by March 2024 and solemn business by March 2026 (subject to continued funding beyond 2022-23).</li> </ul>
	<b>CJB: O3</b> We will support the <b>Scottish Civil Justice Council</b> as it develops new strategic proposals for civil justice reform and provide effective administrative support to the <b>Scottish Sentencing Council</b> so it can deliver its distinct work programme to a high standard.	Throughout 2021-22	Complete	<ul style="list-style-type: none"> <li>In October, SCJC considered finalised rules for appeals to the Sheriff Appeal Court.</li> <li>SSI 2022/81, effective from 31 March, mandated the use of Civil Online for all simple procedure cases.</li> <li>Sentencing young people guidelines came in to effect on 26 January 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete. The SSC and SCJC publish more detailed business plans and reports – these are available at: <a href="https://www.scottishciviljusticecouncil.gov.uk/">https://www.scottishciviljusticecouncil.gov.uk/</a> <a href="https://www.scottishsentencingcouncil.org.uk/">https://www.scottishsentencingcouncil.org.uk/</a></li> </ul>
	<b>CJB: O4</b> We will work with partners at national and local levels to <b>prepare for the UN Climate Change Conference (COP26)</b> in Glasgow, ensuring that robust cross-sector contingency and service plans are in place.	Nov 21	Complete	<ul style="list-style-type: none"> <li>System-wide agreement led to successful operation of custody courts during three conference weekends.</li> <li>End-to-end cross-justice custody process map agreed based on reasonable worst-case scenarios, and key stakeholder group established to assess risks, review strategy and tactics.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome complete.</li> </ul>

### RAG Colour Status

**Green** – Outcome on track. **Amber** – Board to be aware - progress has not proceeded as originally planned - issue being managed by the Executive.

**Red** – Board to consider - may require intervention or decision. **White** – Not yet started. **Blue** – Complete.

Note – where items are marked as red or amber a short assessment of any broader impact and/or any issues that the Board needs to consider is provided.