



# SCTS Board Scorecard

## Descriptions and Definitions

Last Updated – March 2022

*The SCTS Board is responsible for monitoring overall performance of the organisation as part of its governance role. On a quarterly basis the Board scrutinises progress against delivery of the Annual Business Plan and assesses a range of key performance indicators (KPIs) which provide a measure of performance. These are presented to the Board in its performance scorecard.*

*This document describes the 18 KPIs contained in the scorecard – explaining what is measured, how and why it helps provide assurance. The KPIs are grouped under the 7 Strategic Priorities set out in the Corporate Plan 2020-23, plus two key financial performance measures.*

*KPIs are subject to annual review to ensure they remain both relevant to the delivery of SCTS business and to ensure the levels at which they are set remain appropriate to maintain and, where possible, improve performance.*

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Strategic Priority 1	Well Supported Judiciary
<b>Indicator 1(a)</b>	<b>Judicial satisfaction</b>
Description of Indicator	A view taken by the SCTS Executive Team of all tiers of the judiciary to estimate the satisfaction with the services provided to them by the SCTS. This will comprise both formal and informal feedback received by the Executive Team and SCTS senior managers and builds on the insight about judicial opinion formed following periodic surveys of judicial office holders.
Purpose of Indicator	The SCTS exists to support justice through the effective operation of courts and tribunals. One important objective indicator of effective court and tribunal administration is the level of judicial satisfaction. The organisation can better support the judiciary and deliver its purpose if it uses feedback received by senior managers and through the judicial members of the SCTS Board.
Indicator Owner	Chief Executive
Source of data & data validity/assurance	<p>Judicial Attitudes Survey (<i>biannual</i>)  Quarterly SCTS Executive Team assessment</p> <p><i>Data validity is ensured by using an independently verified quantitative survey and by the Corporate Secretary discussing and recording the qualitative assessment of satisfaction in person at an Executive Team meeting.</i></p>
Basis of calculation	Assessment of Judicial satisfaction with SCTS services, using sources above.
Performance thresholds for Red/Amber/Green	<p>Thresholds based on Executive Team assumptions about satisfaction of judicial office holders:</p> <p><b>Red</b> – low levels of satisfaction requiring dialogue and remedial action as assessed by the Executive Team (objective assessment and evidenced by &lt;65% of judicial office holders feeling valued by SCTS staff through survey data).</p> <p><b>Amber</b> - moderate levels of satisfaction as assessed by the Executive Team (objective assessment and evidenced by 65% - 78% positive response in survey data).</p> <p><b>Green</b> - high levels of satisfaction as assessed by the Executive Team (objective assessment and evidenced by 78% or above positive response in survey data).</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly

Strategic Priority 2	Satisfied Service Users
<b>Measure 2(a)</b>	<b>SCTS Service user satisfaction</b>
Description of Measure	The Court User Satisfaction Survey measures overall satisfaction and satisfaction with specific elements of the service provided by SCTS. The Customer Service Excellence Assessment (CSE) provides an independent assessment of the level of customer service provided by SCTS, based around 57 key elements.
Purpose of Measure	<p>As a public service provider, understanding what service users think of SCTS services is important in demonstrating that the SCTS is providing value for money and is able to respond to the concerns of users.</p> <p>The Court User Satisfaction Survey provides an objective evidence base to scrutinise the approach to service provision. Similar local surveys exist for tribunals, which will be integrated into the broader survey process. The CSE assessment process was extended to include tribunals from 2016.</p> <p>Evidence from these sources is used to direct further improvement activity.</p>
Measure Owner	Head of Research
Source of data & data validity/assurance	Survey data supplied by Systra Ltd (previously MVA). Independent CSE Assessment process. Results independently accredited against a recognised national framework (in the case of CSE).
Basis of calculation	Quantitative survey and assessment data.
Performance thresholds for Red/Amber/Green	<p>Red &lt;65% overall court user satisfaction levels and/or failure to maintain CSE accreditation.</p> <p>Amber 65% - 78% overall court user satisfaction levels and/or CSE maintained, but with deterioration in assessment (<i>i.e. net decline in level of assessment in 5 or more elements compared to previous year</i>).</p> <p>Green &gt; 78% overall court user satisfaction levels and CSE assessment maintaining or improving (<i>i.e. above the threshold for amber</i>).</p>
Frequency of Collection	CSE Assessment – annual Court User Survey – bi-annual

Strategic Priority 2	Satisfied Service Users
<b>Measure 2(b)</b>	<b>Disposal of summary criminal cases within 26 weeks</b>
Description of Measure	Percentage of summary criminal cases completed within a 26 week period from caution and charge to verdict.
Purpose of Measure	This measure drives collaboration between the police, COPFS, SLAB and SCTS at local and national levels. The SCTS plays a significant part in delivering this target by working with partners on court programming, providing performance information and analysis and ensuring that the period between the fixing of a trial diet and the date of that trial is within timescales considered to be optimal.
Measure Owner	Director Operations Delivery
Source of data & data validity/assurance	<p>Data is drawn from Crown Office &amp; Procurator Fiscal Service by the Scottish Government and is made available to the SCTS monthly in arrears via the Criminal Justice Board Management Information System.</p> <p>Data is checked by SCTS Management Information team and reviewed by SCTS Executive Team ahead of submission to Board.</p>
Basis of calculation	Percentage of sheriff summary and justice of the peace cases disposed of within 26 weeks of date of earliest caution and charge for any accused in the case, by the month that case is first closed. "Disposal" is defined as the latest date of verdict for any accused in the case.
Performance thresholds for Red/Amber/Green	<p><b>Red</b> &lt;67%</p> <p><b>Amber</b> 67% - 72%</p> <p><b>Green</b> &gt; 72%</p>
Frequency of Collection	Monthly
Frequency of Reporting	Quarterly
Other Comments	<p>This measure, used by the Scottish Government, provides an overview of end to end justice system performance. Whilst SCTS control over the measure is limited it remains a focus for Local Criminal Justice Boards and Government nationally and is therefore included as a KPI on the Board Scorecard.</p> <p><b>NOTE:</b>  <b>Due to the impact of COVID on criminal cases, this measure is currently under review by Scottish Government Justice Analytical Services. Pending any change the measure in its current format remains in place.</b></p>

Strategic Priority 3	Skilled and Motivated People	
<b>Measure 3(a)</b>	<b>Employee Engagement</b>	
Description of Measure	Basket of measures of engagement, including: <ul style="list-style-type: none"> <li>• Voluntary staff turnover levels</li> <li>• Short term absence rates</li> <li>• Proportion of appraisals completed on time</li> <li>• Work issues raised with Employee Assistance Programme (EAP)</li> <li>• Annual Staff Survey Engagement Index Rating</li> </ul>	
Purpose of Measure	<p>No one measure can give a true reflection of how employee engagement stands. This measure seeks to balance the data received in surveys (based on what people say) with what people actually do.</p> <p>Motivation leading to staff retention is a key driver of our ability to offer good customer service and technical competence. High staff turnover and absence also adds to training and recruitment costs and increases the risk of service failure.</p> <p>Management activity to improve areas such as staff engagement needs to be balanced against wider policies such as pay restraint and changes to pension arrangements, which may impact upon levels of engagement.</p>	
Measure Owner	Director HR	
Source of data & data validity/assurance	Returns to HR through corporate time recording system, appraisal system, complaints and grievance monitoring and review of interview and staff survey data. Data validity checked by the HR Director prior to submission to the SCTS People Committee for detailed scrutiny.	
Basis of calculation	Voluntary staff turnover	Voluntary leavers are those who have left to join other parts of the civil service, or other organisations, or have simply resigned as a percentage of overall staff complement. Retirals, dismissals etc. are not counted as voluntary. The data is provided quarterly. <p><b>Red</b> - More than 7% annualised  <b>Amber</b> - 4-7% annualised  <b>Green</b> - Less than 4% annualised</p>
	Short term absence	Average calendar days lost to short term absence (less than 28 days) per full time equivalent staff member, annualised. The data is provided quarterly. <p><b>Red</b> - More than 5.5 days  <b>Amber</b> - 4.5 -5.5 days  <b>Green</b> - Less than 4.5 days</p>

	Proportions of appraisals completed on time	Data is provided at full year and interim (half year) reporting stages.  <b>Red</b> - Less than 60% <b>Amber</b> - 60-75% <b>Green</b> - More than 75%
	Work Issues Raised with EAP Quarterly	<b>Red</b> - More than 20 <b>Amber</b> - 16-20 <b>Green</b> - Less than 16
	Annual Staff Survey Rating	<b>Red</b> - Less than 50% <b>Amber</b> - 50-60% <b>Green</b> - More than 60% engagement index
Performance thresholds for Red/Amber/Green	<b>Red</b> – Two or more measures at red or four or more at amber <b>Amber</b> – three or four measures at amber or one at red <b>Green</b> – All measures at green or three at green and up to two at amber	
Frequency of Collection	Quarterly	
Frequency of Reporting	Quarterly	

Strategic Priority 3	Skilled and Motivated People
<b>Measure 3(b)</b>	<b>Delivery of developmental activities</b>
Description of Measure	<p>A basket of measures designed to monitor organisational uptake and engagement in learning and development activities:</p> <ul style="list-style-type: none"> <li>• Proportion of total SCTS headcount engaged in learning activities through the SCTS e-learning platform – “DELTA”.</li> <li>• Proportion of uptake of training opportunities against total capacity.</li> <li>• Percentage of those who have successfully completed or are on track to complete, a programme of learning (courses of 5 days or more, and/or programmes that results in a recognised qualification).</li> </ul>
Purpose of Measure	<p>Providing access to the right training, learning and development opportunities in a variety of ways is essential to ensure that staff can access relevant support when required. Ensuring that staff receive the appropriate level of training (face-to-face or digitally) in technical, leadership, managerial and specialist areas is essential to providing skilled and motivated people who, in turn, provide high quality services to users. A strong development offer also improves staff retention and engagement levels.</p>
Measure Owner	Director, Education and Learning
Source of data & data validity/assurance	DELTA learning management system, and internal training databases. Data validity checked by the Director ELU prior to submission to the SCTS People Committee for detailed scrutiny.
Basis of calculation	<p>Measure 1: The number of staff as a proportion of the total headcount who are engaged in learning activities through DELTA, in the relevant quarter:</p> <p><b>Red</b> – Less than 40% of staff  <b>Amber</b> – 41-55% of staff  <b>Green</b> – More than 56% of staff</p> <p>Measure 2: Attendance levels at courses as a percentage of total capacity, in the relevant quarter</p> <p><b>Red</b> – 50% or less of capacity  <b>Amber</b> – 51-69% of capacity  <b>Green</b> – 70% or more capacity</p> <p>Measure 3: The number of staff who have successfully completed, or are on track to complete, a programme of learning which they commenced (courses of five or more</p>



	<p>days and/or programmes that results in a recognised qualification) as a percentage of those who started.</p> <p><b>Red</b> – Fewer than 70%</p> <p><b>Amber</b> – 71-84%</p> <p><b>Green</b> – 85%</p> <ul style="list-style-type: none"> <li>• Scottish Vocational Qualifications</li> <li>• Leadership Development Programme</li> <li>• Middle Manager Development Programme</li> <li>• First Line Manager Programme</li> <li>• Accelerated Development Programme</li> <li>• Modern Apprenticeships</li> </ul>
Performance thresholds for <b>Red/Amber/Green</b>	<p><b>Red</b> – If any measures are Red</p> <p><b>Amber</b> – If more than one measure is Amber</p> <p><b>Green</b> – If all measures are Green or if all are Green and one is Amber</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly

Strategic Priority 4	Sustainable Buildings and Business
<b>Measure 4(a)</b>	<b>Maintaining the estate</b>
Description of Measure	The annual spend on estate maintenance compared with the level of investment required to ensure the maintenance backlog does not increase.
Purpose of Measure	<p>This measure demonstrates how SCTS is managing its repair and maintenance programme, taking into account budgetary constraints.</p> <p>High levels of maintenance activity will reduce the overall backlog maintenance required on the estate – if the rate of maintenance activity is running ahead of the rate of deterioration.</p>
Measure Owner	Director Property Services
Source of data & data validity/assurance	<p>The annual target on backlog maintenance has been set at 1% of the total insurance replacement value of the estate per year. If that is met this means that backlog maintenance will neither increase nor decrease over the course of the year. Any excess will reduce the backlog and any shortfall will increase it.</p> <p>The SCTS Estates Team maintain a prioritised list of maintenance projects and account for expenditure against these through budget reporting.</p> <p>Projected spend is reviewed and signed off by Estates Unit management ahead of it being shared for the scorecard.</p> <p>These priorities and budgets are also reviewed and approved by the SCTS Estates Committee, providing additional assurance.</p>
Basis of calculation	<p>For each quarter the year to date expenditure on essential maintenance and the expenditure forecast for the remainder of the financial year will be combined to give an <i>overall forecast of essential maintenance expenditure for the full year</i>.</p> <p>This will be divided by the <i>backlog maintenance target</i> (1% of the total insurance replacement value of the estate) to show the forecast annual maintenance spend as a proportion of that target.</p>
Performance thresholds for Red/Amber/Green	<p>The projected level of maintenance spending for the full year (using actual and forecast expenditure) as a proportion of the backlog maintenance target.</p> <p><b>Red</b> – projected expenditure for the year is less than 95% of the backlog maintenance target.</p>

	<p><b>Amber</b> – projected expenditure for the year is between 95% and 105% of the backlog maintenance target.</p> <p><b>Green</b> - projected expenditure for the year is in excess of 105% of the backlog maintenance target.</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly

Strategic Priority 4	Sustainable Buildings and Business
<b>Measure 4(b)</b>	<b>Sustainability and carbon reduction</b>
Description of Measure	The total annual carbon output from SCTS properties compared against a baseline set in the Carbon Management Plan, represented as a percentage reduction/increase in consumption.
Purpose of Measure	<p>Building and maintaining a sustainable estate is key corporate objective. In response to an internal audit review it was recognised that sustainability and carbon reduction should feature among the strategic targets of all major public sector players – particularly those with a large and diverse estate such as SCTS.</p> <p>The organisation has performed well against its carbon management programme over recent years, holds the Carbon Trust Carbon Triple accreditation and is recognised as a sustainability leader in the public sector. Achieving further reductions in carbon output will become increasingly challenging, so adding Board oversight into the process will help ensure it continues to be afforded appropriate priority.</p>
Measure Owner	Director Property Services Unit
Source of data & data validity/assurance	<p>SCTS collects carbon emissions figures for electricity and natural gas. Electricity and natural gas data is captured half hourly from automatic meter readers (AMRs) in all SCTS owned buildings (c.95% of entire estate). Manual consumption data is collected from leased premises and sites using LPG. SCTS have access to an online portal through which readings from the AMRs can be taken.</p> <p>SCTS receives a monthly Energy Management Report collated by Servest. That report analyses energy consumption and estate-wide carbon emissions maintained in a rolling 12 month cycle, amongst other things. The data is provided to SCTS by SSE from SCTS' three energy suppliers: Dataserve, Energy Assets &amp; EDF.</p> <p>The data is checked by Servest and a monthly report authored by the Sustainability Coordinator. That report is approved by the Contract Director for Servest and reviewed by the Shared Services Board for SCTS and COPFS who approve the report or return it further information.</p> <p>Energy to carbon conversion factors and calculators from the Department for the Environment, Food and Rural Affairs are used to determine carbon emissions</p>

	<p><b>NOTE:</b> The consumption of gas is weather corrected using a Chartered Institute of Building Services Engineers (CIBSE) procedure agreed between the SCTS and Servest.</p>
Basis of calculation	<p>The total electricity and gas consumption for the year ending with the most recent quarter is measured, and that figure is used to calculate the <b>total carbon output</b> of the SCTS managed estate over the past 12 months.</p> <p>Carbon output is then compared against the agreed reduction targets set in the Carbon Management Plan.</p> <p>The SCTS carbon management plan sets a target of a 2.5% year-on year reduction in carbon output per year using 2016-17 total carbon output as a baseline.</p> <p><b>NOTE:</b> <b>The consumption of gas is weather corrected using a Chartered Institute of Building Services Engineers (CIBSE) procedure agreed between the SCTS and Servest.</b></p>
Performance thresholds for Red/Amber/Green	<p><b>Red</b> – Carbon output in the 12 month period is 2.5% or more behind the reduction target set in the carbon management plan.</p> <p><b>Amber</b> – Carbon output in the 12 month period is between 0 and 2.4% behind the reduction target set in the carbon management plan</p> <p><b>Green</b> – Carbon output in the 12 month period meets or exceeds the reduction target set in the carbon management plan.</p>
Frequency of Collection	Monthly
Frequency of Reporting	Quarterly

Strategic Priority 5	Digital Services
Measure 5(a)	Automated and Online Transactions
Description of Measure	<p>This measure captures the proportion of fine transactions that are carried out on line and payments made via the automated telephone system. DWP payments (direct deductions from benefits) as approved by the Court; and the number of sheriff court simple procedure civil cases registered via civil online.</p>
Purpose of Measure	<p>Migrating court users to on line transactions and the automated telephone system from face to face or postal transactions is more convenient for many court users and reduces the transactional processing burden on court staff.</p> <p>The uptake of online/automated telephone transactions simplifies and speeds up the payment processes for those using the service and eases the administrative burden on court staff. It also reduces risks associated with cash handling.</p> <p>The improved digitisation of process for case registration (Civil Online) provides enhanced security by reducing the risk of documents being irretrievable due to loss or damage and reduces paper, printing and storage costs.</p>
Measure Owner	Head of Fines Business Unit
Source of data & data validity/assurance	<p>COP II fines payment data and ICMS.</p> <p>Report generation and cross-checking/approval are separated functions with the head of fines unit generating the initial report and a check conducted by the Management Information and Analysis Team. Data is reviewed by the SCTS Executive Team ahead of submission to Board.</p>
Basis of calculation	<p>Measure 1: The number of fines that are paid on line or via the automated telephone system and DWP payments, as a direct deduction from benefits, as a proportion of all fines payment transactions in the quarter.</p> <p><b>Red</b> &lt; 50%  <b>Amber</b> 50 to 55 %  <b>Green</b> &gt; 55%</p> <p>Measure 2: The proportion of Sheriff civil registrations that are uploaded to Civil Online as a proportion of all case registrations in the quarter.</p> <p><b>Red</b> &lt; 20%  <b>Amber</b> 21 to 25%  <b>Green</b> &gt; 25%</p>

Performance thresholds for Red/Amber/Green	<p><b>Red</b> – One or both measures at red.</p> <p><b>Amber</b> – One or both measures at amber.</p> <p><b>Green</b> – All measures at green.</p>
Frequency of Collection	Monthly
Frequency of Reporting	Quarterly
Other Comments	<p>Prior to Q2 2021/22, this measure only included how many fines transactions were carried out online. As the SCTS is continually expanding the online services it provides, the measure was expanded to include DWP payments and case registrations uploaded to Civil Online.</p>

Strategic Priority 5	Digital Services
<b>Measure 5(b)</b>	<b>IT Resilience and Service</b>
Description of Measure	An overarching measure (containing a variety of sub-measures) that reports on the availability (or “uptime”) of a number of internal and external systems on which the organisation relies to provide its services.
Purpose of Measure	<p>The availability of core IT systems is crucial to providing a good service and in enabling the SCTS to fulfil its responsibilities to the wider justice system.</p> <p>This measure demonstrates the reliability of internal and external platforms, networks and applications – and will also highlight any systems that have suffered significant outages in the quarter.</p>
Measure Owner	Executive Director, Change, Digital and Innovation
Source of data & data validity/assurance	<p>System downtime identified by IT monitoring systems and reported from local sites.</p> <p>Data is cross checked by IT managers before being shared with the Planning, Projects and Risk Team for reporting to (i) the SCTS Executive team and (ii) the SCTS Board.</p>
Basis of calculation	<ol style="list-style-type: none"> <li>1. For each system listed in the sub-measures below the unplanned downtime for the quarter is supplied in a report generated by IT from their service desk system. This details all unplanned downtime incidents, their duration in minutes and the extent of their impact. This is cross-checked by IT managers.</li> <li>2. The quarterly downtime percentage for each system (sub-measure) is then calculated as follows. <ol style="list-style-type: none"> <li>2.1. The duration in minutes of each incident is multiplied by an “impact index”. Where a system was down nationally the index score would be 1 (100%) – but where, for example, only 20% of users were impacted, the index would be 0.2 (20%). This allows each incident to be scored according to both its duration and the number/size of locations affected.</li> <li>2.2 The figures derived at step 2.1 are added together to reach the total number of downtime minutes for the system in question for the quarter. That total is then divided by the total number of minutes in a quarter (131,400 – or 91.25 days).</li> <li>2.3. The figure derived at step 2.2 is multiplied by 100 to calculate the quarterly downtime percentage.</li> </ol> </li> <li>3. The quarterly uptime percentage for each system is then calculated by subtracting the quarterly downtime percentage derived at step 2.3 from 100.</li> </ol>



<p>Performance thresholds for Red/Amber/Green</p>	<p>Each of the sub-measures will be assigned its own RAG rating for the quarter, based on the following thresholds:</p> <p><b>Red</b> – Quarterly uptime &lt;98%  <b>Amber</b> – Quarterly uptime 98% - 99%  <b>Green</b> – Quarterly uptime &gt; 99%</p> <p>The overall RAG status will then be determined, as follows</p> <p><b>Red</b> – anything outwith the green or amber thresholds.</p> <p><b>Amber</b> – two sub-measures reporting amber <u>or</u> one reporting red, <u>or</u> one reporting red &amp; one reporting amber.</p> <p><b>Green</b> – all sub-measures green or only one amber</p>
<p><b>Measure 5(b) consists of 12 sub measures – each of which will have its own quarterly uptime percentage. The sub-measures relate to the following systems</b></p>	
<ol style="list-style-type: none"> <li>1. COP II – Criminal Case Management System</li> <li>2. ICMS – Civil Case Management System</li> <li>3. Tribunals Case Management Systems</li> <li>4. E-mail</li> <li>5. Telephones</li> <li>6. Corporate Wi-Fi</li> <li>7. Network servers</li> <li>8. The SCTS Intranet</li> <li>9. Sigma – OPG Case Management System</li> <li>10. The SCTS website.</li> <li>11. Electronic Power of Attorney applications website. (EPOAR)</li> <li>12. Automated Telephone Payments system for fines</li> </ol>	
<p>Frequency of Collection</p>	<p>Quarterly</p>
<p>Frequency of Reporting</p>	<p>Quarterly</p>
<p>Other Comments</p>	<p>Measure updated in 2018-19 to broaden the range of systems included and to improve the basis of calculation.</p>

Strategic Priority 6	Efficiency & Best Value
<b>Measure 6(a)</b>	<b>High Court Business Recovery</b>
Description of Measure	<p>Three measures that align to High Court <a href="#">COVID-19 Criminal Court Recovery Modelling</a> and tracking against:</p> <ul style="list-style-type: none"> <li>• <b>Cases Concluded</b> – the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</li> <li>• <b>Waiting Periods</b> – comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</li> <li>• <b>Trials Scheduled</b> - comparing the current number of trials scheduled against that predicted by the modelling for that time.</li> </ul>
Purpose of Measure	To assess whether planned High Court business recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.
Measure Owner	Principal Clerk and Director Supreme Courts
Source of data & data validity/assurance	<a href="#">COVID-19 Criminal Court Recovery Modelling</a> . Report generation and cross-checking/approval are separated functions within the Management Information and Analysis Team to ensure data currency and integrity. Data is reviewed by the SCTS Executive Team ahead of submission to Board.
Basis of calculation	<p>Measure 1: the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</p> <p><b>Red</b> – number concluded &lt;85%  <b>Amber</b> – number concluded 85% - 94%  <b>Green</b> – number concluded &gt;95%</p> <p>Measure 2: comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</p> <p><b>Red</b> – Project waiting period &gt;115%.  <b>Amber</b> – Project waiting period 105% - 114%.  <b>Green</b> – Project waiting period &lt;105%.</p> <p>Measure 3: comparing the current number of trials scheduled against that predicted by the modelling for that time.</p> <p><b>Red</b> – Trials scheduled &gt;115%.  <b>Amber</b> – Trials scheduled 105% - 114%.  <b>Green</b> – Trials scheduled &lt;105%.</p>

Performance thresholds for Red/Amber/Green	<p><b>Red</b> – At least two measures at amber and one at red or two at red.</p> <p><b>Amber</b> – Two or more measures at amber or one at Red,</p> <p><b>Green</b> – All measures at green or two at green and one at amber, no red.</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly
Other Comments	<p>This measure was introduced in Quarter 2 of 2021 following the implementation of the SCTS criminal court recovery programme and aligned with the <a href="#">COVID-19 court recovery modelling</a>. This allows for an ongoing evaluation of whether planned recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.</p>

Strategic Priority 6	Efficiency & Best Value
Measure 6(b)	<b>Sheriff Court Solemn Business Recovery</b>
Description of Measure	<p>Three measures that align to Sheriff solemn <a href="#">COVID-19 Criminal Court Recovery Modelling</a> and tracking against:</p> <ul style="list-style-type: none"> <li>• <b>Cases Concluded</b> – the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</li> <li>• <b>Waiting Periods</b> – comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</li> <li>• <b>Trials Scheduled</b> - comparing the current number of trials scheduled against that predicted by the modelling for that time.</li> </ul>
Purpose of Measure	To assess whether planned Sheriff Court solemn business recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.
Measure Owner	Director of Operations Delivery (Sheriff & JP Courts)
Source of data & data validity/assurance	<a href="#">COVID-19 Criminal Court Recovery Modelling</a> . Report generation and cross-checking/approval are separated functions within the Management Information and Analysis Team to ensure data currency and integrity. Data is reviewed by the SCTS Executive Team ahead of submission to Board.
Basis of calculation	<p>Measure 1: the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</p> <p><b>Red</b> – number concluded &lt;85%  <b>Amber</b> – number concluded 85% - 94%  <b>Green</b> – number concluded &gt;95%</p> <p>Measure 2: comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</p> <p><b>Red</b> – Project waiting period &gt;115%.  <b>Amber</b> – Project waiting period 105% - 114%.  <b>Green</b> – Project waiting period &lt;105%.</p> <p>Measure 3: comparing the current number of trials scheduled against that predicted by the modelling for that time.</p> <p><b>Red</b> – Trials scheduled &gt;115%.  <b>Amber</b> – Trials scheduled 105% - 114%.  <b>Green</b> – Trials scheduled &lt;105%.</p>

Performance thresholds for Red/Amber/Green	<p><b>Red</b> – At least two measures at amber and one at red or two at red.</p> <p><b>Amber</b> – Two or more measures at amber or one at Red,</p> <p><b>Green</b> – All measures at green or two at green and one at amber, no red.</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly
Other Comments	<p>This measure was introduced in Quarter 2 of 2021 following the implementation of the SCTS criminal court recovery programme and aligned with the <a href="#">COVID-19 court recovery modelling</a>. This allows for an ongoing evaluation of whether planned recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.</p>

Strategic Priority 6	Efficiency & Best Value
<b>Measure 6(c)</b>	<b>Sheriff Court Summary Business Recovery</b>
Description of Measure	<p>Three measures that align to Sheriff Court summary <a href="#">COVID-19 Criminal Court Recovery Modelling</a> and tracking against:</p> <ul style="list-style-type: none"> <li>• <b>Cases Concluded</b> – the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</li> <li>• <b>Waiting Periods</b> – comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</li> <li>• <b>Trials Scheduled</b> - comparing the current number of trials scheduled against that predicted by the modelling for that time.</li> </ul>
Purpose of Measure	To assess whether planned Sheriff Court summary business recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.
Measure Owner	Director of Operations Delivery (Sheriff & JP Courts)
Source of data & data validity/assurance	<a href="#">COVID-19 Criminal Court Recovery Modelling</a> . Report generation and cross-checking/approval are separated functions within the Management Information and Analysis Team to ensure data currency and integrity. Data is reviewed by the SCTS Executive Team ahead of submission to Board.
Basis of calculation	<p>Measure 1: the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</p> <p><b>Red</b> – number concluded &lt;85%  <b>Amber</b> – number concluded 85% - 94%  <b>Green</b> – number concluded &gt;95%</p> <p>Measure 2: comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</p> <p><b>Red</b> – Project waiting period &gt;115%.  <b>Amber</b> – Project waiting period 105% - 114%.  <b>Green</b> – Project waiting period &lt;105%.</p> <p>Measure 3: comparing the current number of trials scheduled against that predicted by the modelling for that time.</p> <p><b>Red</b> – Trials scheduled &gt;115%.  <b>Amber</b> – Trials scheduled 105% - 114%.</p>

	<b>Green</b> – Trials scheduled <105%.
Performance thresholds for Red/Amber/Green	<b>Red</b> – At least two measures at amber and one at red or two at red. <b>Amber</b> – Two or more measures at amber or one at Red, <b>Green</b> – All measures at green or two at green and one at amber, no red.
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly
Other Comments	This measure was introduced in Quarter 2 of 2021 following the implementation of the SCTS criminal court recovery programme and aligned with the <a href="#">COVID-19 court recovery modelling</a> . This allows for an ongoing evaluation of whether planned recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.

Strategic Priority 6	Efficiency & Best Value
<b>Measure 6(d)</b>	<b>Justice of the Peace Court Business Recovery</b>
Description of Measure	<p>Three measures that align to the Justice of the Peace Court COVID-19 Criminal Court Recovery Modelling and tracking against:</p> <ul style="list-style-type: none"> <li>• <b>Cases Concluded</b> – the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</li> <li>• <b>Waiting Periods</b> – comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</li> <li>• <b>Trials Scheduled</b> - comparing the current number of trials scheduled against that predicted by the modelling for that time.</li> </ul>
Purpose of Measure	To assess whether planned Justice of the Peace Court business recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.
Measure Owner	Director of Operations Delivery (Sheriff & JP Courts)
Source of data & data validity/assurance	COVID-19 Criminal Court Recovery Modelling. Report generation and cross-checking/approval are separated functions within the Management Information and Analysis Team to ensure data currency and integrity. Data is reviewed by the SCTS Executive Team ahead of submission to Board.
Basis of calculation	<p>Measure 1: the number of cases concluded in the quarter in comparison to pre-COVID (2019-2020) case levels.</p> <p><b>Red</b> – number concluded &lt;85%  <b>Amber</b> – number concluded 85% - 94%  <b>Green</b> – number concluded &gt;95%</p> <p>Measure 2: comparing the current waiting period for the case type in the relevant quarter with the predicted waiting periods at that point in the modelling.</p> <p><b>Red</b> – Project waiting period &gt;115%.  <b>Amber</b> – Project waiting period 105% - 114%.  <b>Green</b> – Project waiting period &lt;105%.</p> <p>Measure 3: comparing the current number of trials scheduled against that predicted by the modelling for that time.</p> <p><b>Red</b> – Trials scheduled &gt;115%.  <b>Amber</b> – Trials scheduled 105% - 114%.  <b>Green</b> – Trials scheduled &lt;105%.</p>



Performance thresholds for Red/Amber/Green	<p><b>Red</b> – At least two measures at amber and one at red or two at red.</p> <p><b>Amber</b> – Two or more measures at amber or one at Red,</p> <p><b>Green</b> – All measures at green or two at green and one at amber, no red.</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly
Other Comments	This measure was introduced in Quarter 3 of 2021 following the implementation of the SCTS criminal court recovery programme and aligned with the COVID-19 court recovery modelling. This allows for an ongoing evaluation of whether planned recovery activity has the desired impact on waiting times and outstanding case levels, as predicted by modelling.

Strategic Priority 6	Efficiency & Best Value
<b>Measure 6(e)</b>	<b>Civil and Miscellaneous Business Waiting Times</b>
Description of Measure	Waiting times for civil and appellate business and guardianship orders administered by the Office of the Public Guardian (OPG).
Purpose of Measure	<p>The interests of justice are not served by excessive waiting periods for parties. SCTS is not solely responsible for delay but has a responsibility to provide access to justice in a reasonable time frame.</p> <p>Waiting periods give an indication of how long court users may have to wait before getting access to the court. Deterioration in these figures will be indicative of pressure on the system borne of increasing demand or reduced capacity.</p>
Measure Owner(s)	Director Operations Delivery, the Principal Clerk/Director of Supreme Courts and the Public Guardian
Source of data & data validity/assurance	<p>COP II, CMS and operational data returns</p> <p>Report generation and cross-checking/approval are separated functions within the Management Information and Analysis Team to ensure data currency and integrity. Data is reviewed by the SCTS Executive Team ahead of submission to Board.</p>
Basis of calculation	For each type of court business specified in the sub-measures, the waiting period will be calculated as set out. Waiting periods for sub-measures assessed at quarter end will be compared to thresholds. For other sub-measures, the waiting periods set down during the quarter will be averaged and the average compared to the threshold. All sub-measures will be reported in calendar weeks not term weeks.
Performance thresholds for Red/Amber/Green	<p><b>Red</b> - if more than four sub-measures are at amber and/or if more than two sub-measure is at Red</p> <p><b>Amber</b> - if at most four sub-measures are at amber and/or if two sub-measure are at Red</p> <p><b>Green</b> - if all sub-measures are green or two at amber and or one at red.</p>
Frequency of Collection	Monthly
Frequency of Reporting	Quarterly
Other Comments	The waiting time sub-measures for the Supreme Courts are aligned to the performance measures that have been developed by the Supreme Courts following the

recommendations of the Supreme Courts Programming Board.

**There are ten sub measures within Measure 6(e)**

<b>Waiting Time Measures</b>	<b>RAG Criteria</b>	<b>Comment</b>
<p><b>Inner House.</b> The current waiting period for the earliest available non-urgent 2 day hearing, as at the end of each quarter</p>	<p>Red – more than 4 weeks above baseline Amber – 2 – 4 weeks above baseline Green – less than 2 weeks above baseline or below baseline</p>	<p>Baseline is 2010-11 average performance of 27 weeks. In 2010-11 the Court of Session moved to two day hearings as the basis of its calculations and re-calibrated 2010-11 data based on calendar weeks rather than term weeks.</p>
<p><b>Criminal Appeals.</b> The current waiting period from the date leave to appeal is granted to the final disposal for all cases finally disposed of during each quarter:</p> <p>There are four types of Criminal appeals sub measures:</p> <p><b>Solemn sentence – 17 weeks baseline</b></p> <p><b>Solemn conviction and sentence – 47 weeks baseline</b></p> <p><b>Summary sentence – 11 weeks baseline</b></p> <p><b>Summary stated case – 18 weeks baseline</b></p>	<p>Red – more than 4 weeks above baseline Amber – 2 – 4 weeks above baseline Green – less than 2 weeks above baseline or below baseline</p>	<p>Baseline is set as the average performance for 2011-12. The measure is designed to show the capacity in the Supreme Court for managing appeals business. Cases that are delayed excessively will be investigated by the Supreme Courts and where these are found to be delayed because of the actions of parties or because they are awaiting the outcome of other appeals these will highlighted on the scorecard. Supreme Courts will provide explanations in such instances.</p>
<p><b>Outer House - Personal Injury (Ch 43).</b> The current waiting period between the lodging of defences and the first day of the proof diet, as at the end of each quarter.</p>	<p>Red – 2 months above baseline Amber – 1-2 months above baseline Green – less than 1 month above baseline or below it</p>	<p>Baseline to be set at 13 months based on Lord Coulsfield's recommendation. Measure based on an average of all cases in the quarter.</p>
<p><b>Outer House - Commercial Court.</b> The current waiting period between the first preliminary</p>	<p>Red – more than 4 weeks above baseline Amber – 2 – 4 weeks above baseline</p>	<p>First preliminary hearing is after the lodging of defences and first substantive hearing is a proof or debate.</p>

hearing and the first substantive hearing, as at the end of each quarter.	Green – less than 2 weeks above baseline or below baseline	Baseline figure is 45 weeks, the average of 2011-12 performance.
<b>Outer House – Other Actions.</b> The current waiting period for a 4 day proof diet, as at the end of each quarter.	Red – more than 4 weeks above baseline Amber – 2 – 4 weeks above baseline Green – less than 2 weeks above baseline or below baseline	Measures the earliest 4 day hearing that can be offered by the Keeper. Baseline figure is 30 weeks, the average of 2011-12 performance.
<b>Sheriff Court Civil.</b> The waiting period for ordinary civil cases in each sheriff court between the closing of the record and the first available date for proof or debate.	Red – 4 or more weeks above baseline Amber – 2- 4 weeks above baseline Green – less than 2 weeks above baseline	Baseline based on 2011-12 average of 11 weeks.
<b>Office of the Public Guardian</b>  Percentage of guardianship orders registered within 5 working days.	Red <90% Amber 90%-94% Green >94%	Data published on OPG website.

Strategic Priority 6	Efficiency & Best Value
<b>Measure 6(f)</b>	<b>Effective Tribunal Operations</b>
Description of Measure	A basket of key operational targets designed to monitor the effective administration of devolved tribunals.
Purpose of Measure	<p>SCTS is responsible for the effective administration of a range of devolved tribunals, which are in the process of migrating into the new chamber structure established under the Tribunals (Scotland) Act. Whilst the business of each tribunal (or chamber) is administered according to its own subject matter and procedure it is important that the SCTS Board has reassurance that the core activities required to maintain their effective operation are being delivered to the required standard.</p> <p>This indicator provides a basket of 21 target-based measures, covering key process targets in relation to the performance of the devolved tribunals. If the majority of these targets are being met the Board can be assured that tribunal administration is effective. Where a number of these indicators fall short of targeted performance the Board may wish to explore the causes in order to ensure that administration remains effective – or remedial action is taken where necessary.</p>
Measure Owner	Head of Tribunal Operations
Source of data & data validity/assurance	<p>Tribunal Operations Balanced Scorecard</p> <p>The data is drawn from the case management systems and processes of each devolved tribunal. These are collated into a more detailed tribunals' quarterly performance scorecard, which is reviewed by the Tribunals senior management team ahead of presentation to the Chief Operating Officer for review. The KPIs contained in the report are used to provide exception-based reporting to the SCTS Executive Team and Board.</p>
Basis of calculation	The indicator consists of 21 target-based measures – each of which is assessed quarterly. In each case the target will either have been met or not.
Performance thresholds for Red/Amber/Green	<p>Red – 10 or fewer targets met in the quarter</p> <p>Amber – 11-14 targets met in the quarter</p> <p>Green – 15 or more targets met in the quarter</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly
Other Comments	This measure may be subject to more periodic review than others as new tribunal jurisdictions are created and move into the Chamber Structure. Due to COVID-19, two measures are currently suspended. These are marked below in red.

<b>There are twenty one sub measures within Measure 5(e) – two are currently suspended</b>		
<b>Measure</b>	<b>Target</b>	<b>Comment</b>
1. First Tier Tribunal <b>(Tax) Chamber – 1</b> (EDI)	To issue at least 95% of final decisions to parties within five working days of receipt of the final decision from the chair person	Ensure the timeous conclusion of business
2. First Tier Tribunal <b>(Tax) Chamber – 2</b> (EDI)	To produce at least 95% of first orders within five working days of full receipt of new application	To ensure applications are timeously processed
3. <b>Lands Tribunal</b> for Scotland – 1 (EDI)	To issue at least 90% of final decisions to parties within eight days of the clerk receiving the Opinion from the tribunal	Ensure the timeous conclusion of business
<b>4. Lands Tribunal</b> for Scotland – 2 (EDI) <b>Currently Suspended</b>	To produce at least 90% of first orders or notices within eight working days of full receipt of new applications	To ensure applications are timeously processed
5. <b>Pension Appeals</b> Tribunal – 1 (EDI)	To issue at least 90% of final decisions to parties within two days of receipt of the signed decision from the chair person	Ensure the timeous conclusion of business
<b>6. Pension Appeals</b> Tribunal – 2 (EDI) <b>Currently Suspended</b>	To list at least 95% of cases for hearing within three months following the statutory response periods.	Ensure timeous conclusion of business
7. <b>Pension Appeals</b> Tribunal – 3 (EDI)	To issue 95% of completed notices of appeal to Vets UK within three days of receipt.	Ensures timeous conclusion of business
8. First Tier Tribunal – Parking and Bus Lane Appeals <b>(General Regulatory Chamber)</b> – 1	Acknowledge 95% of complete applications within 5 working days of receipt.	Ensures timeous processing
9. First Tier Tribunal – Parking and Bus Lane Appeals <b>(General Regulatory Chamber)</b> – 2	Issue 95% of finalised decisions to parties within 5 working days.	Ensure the timeous conclusion of business
10. Upper Tribunal for Scotland - 1	Acknowledge 95% of complete applications within 5 working days of receipt.	Ensures timeous processing
11. Upper Tribunal for Scotland - 2	Issue 95% of finalised decisions to parties within 5 working days.	Ensure the timeous conclusion of business
12. First-tier Tribunal <b>ASN (Health &amp; Education Chamber)</b> – 1 (GLW)	Acknowledge at least 95% of references and claims within two working days of receipt	Ensures timeous processing
13. First-tier Tribunal <b>ASN (Health &amp; Education Chamber)</b> – 2 (GLW)	Schedule at least 95% of hearings within five working days	To ensure parties are well prepared
14. <b>Council Tax Reduction Review Panel</b> – 1 (GLW)	Acknowledge at least 95% of applications within two working days of receipt	Ensures timeous conclusion of business

15. <b>Council Tax Reduction Review Panel</b> – 2 (GLW)	Schedule at least 95% of hearings within two working days	To ensure parties are well prepared
16. First-tier Tribunal ( <b>Housing &amp; Property Chamber</b> ) – 1 (GLW)	Acknowledge at least 95% of applications within two working days of receipt	To ensure applications are timeously processed
17. First-tier Tribunal ( <b>Housing &amp; Property Chamber</b> ) – 2 (GLW)	Schedule at least 95% of hearings within five working days	To ensure parties are well prepared
18. First-tier Tribunal ( <b>Social Security Chamber</b> ) - 1 (GLW)	Acknowledge at least 95% of applications within two working days of receipt	Ensures timeous processing
19. <b>Mental Health Tribunal</b> - 1 (HAM)	100% of hearings to determine applications for compulsory treatment orders to take place within statutory time limits	Ensures timeous processing
20. <b>Mental Health Tribunal</b> - 2 (HAM)	One Tribunal Panel to hear multiple cases in 55% of instances, each with a different reference number	To ensure applications are timeously processed
21. <b>Mental Health Tribunal</b> - 3 (HAM)	Work checked within the jurisdiction will exceed an error free rate of at least 95%	Most errors are not material – but desire to avoid

Strategic Priority 6	Efficiency & Best Value
Indicator 6(g)	Delivering our change programme
Description of Indicator	The overall RAG status of the SCTS portfolio of change.
Purpose of Indicator	<p>The SCTS Corporate Plan for 2017-20 sets out an ambitious plan for building a stronger service. The plan identifies a range of change initiatives which require internal process review and collaboration with other justice organisations if the plan is to be successfully delivered and its objectives met.</p> <p>This indicator provides an overview on the progress SCTS is making towards meeting these objectives.</p>
Indicator Owner	Corporate Secretary
Source of data & data validity/assurance	<p>Business Plan Delivery Report, informed by individual project highlight reports and Programme Board assessments.</p> <p>Project and business plan delivery status is reported on by individual managers – these updates are then reviewed and collated into the Business Plan Delivery Report by the Corporate Secretary. That report is reviewed quarterly by both the SCTS Executive Team and the SCTS Board – ensuring it is accurate and scrutinised where appropriate.</p>
Basis of calculation	RAG status is determined by the SCTS Executive Team, based on the advice of the Planning, Governance and Risk Team, when it periodically reviews the business plan delivery report.
Performance thresholds for Red/Amber/Green	<p>Red - if the portfolio is currently not on track and requires decisions (on rescheduling, commitment of resources or changes to specification) which can only be taken by the SCTS board.</p> <p>Amber - if the portfolio is currently not on track and issues can be handled by the Executive overseeing the delivery of change.</p> <p>Green - if the portfolio is currently on track to meet the majority of outcomes set.</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly
Other Comments	None



Strategic Priority 7	Purposeful Collaboration
<b>Indicator 7(a)</b>	<b>Sufficient and effective collaboration over period</b>
Description of Indicator	An analysis of the overall quality and quantity of collaboration between the SCTS and key partner agencies (e.g. Government, Police, COPFS, Legal Aid, victims groups).
Purpose of Indicator	<p>Measuring collaboration is challenging, because it entails both a quantitative (how much) and qualitative (how beneficial) element. Rather than develop a complex metric which may or may not successfully assess current levels of collaboration this measure is assessed by the SCTS Executive Team considering the current state of collaboration.</p> <p>A commentary summarising the progress made in collaborative work and giving the justification for the red/amber/green rating will be provided in the scorecard – and the SCTS Board will have the opportunity to consider the assessment and commentary.</p>
Indicator Owner	Corporate Secretary
Source of data & data validity/assurance	<p>SCTS Executive Team assessment (plus any additional observations/ratings provided by the SCTS Board).</p> <p>As a qualitative indicator assessed by the Executive Team this is descriptive of the current position and does not require any data checking or assurance. That said, the fact that the full SCTS Executive Team considers and discusses the rating for this indicator on each occasion ensures a degree of calibration and a consistency in approach to the assessment of collaboration across the organisation as a whole.</p>
Basis of calculation	SCTS Executive Team assessment
Performance thresholds for Red/Amber/Green	<p>Green – collaboration currently effective, with no major issues.</p> <p>Amber – collaboration generally effective although particular issues/areas may require further focus (e.g. escalating business volumes).</p> <p>Red – concerns about level of collaboration or specific issues that require the attention of the SCTS Board.</p>
Frequency of Collection	Quarterly
Frequency of Reporting	Quarterly

Strategic Priority 8	Funding
<b>Measure 8(a)</b>	<b>Expenditure profile</b>
Description of Measure	Year-end forecast of direct running costs variance as a percentage of budget
Purpose of Measure	<p>To monitor the risk of the SCTS under-spending or exceeding budget by the financial year end.</p> <p>To monitor the quality of financial planning by comparing budget information against expenditure during the financial year. SCTS will aim to keep its outturn expenditure as close as possible to forecast, demonstrating sound financial controls and good budgeting practice.</p>
Measure Owner	Chief Financial Officer
Source of data & data validity/assurance	<p>SEAS accounting system</p> <p>Data is extracted from SEAS as part of the monthly budgeting round and cross-checked by a qualified accountant. It is then reviewed by both the Chief Finance Officer and the SCTS Executive Team prior to its submission to the SCTS Board in the Board finance report. This indicator draws on the data from that report.</p>
Basis of calculation	<p>Deduct forecast full-year running costs from budgeted full-year running costs and divide by budgeted full-year running costs. A negative figure shows an under-spend, a positive figure shows an over-spend. Running costs include both total revenue expenditure and total capital expenditure.</p> <p>As agreed with our internal auditors this calculation reports on the most up to date end-year forecast at the point when the scorecard is submitted, to provide the most timely information available and to ensure it aligns with the financial report provided to each Board meeting.</p>
Performance thresholds for Red/Amber/Green	<p>Red - out with green and amber</p> <p>Amber : Between -2.5% and -5% of forecast</p> <p>Green : -2.50% of forecast to matching forecast</p>
Frequency of Collection	Monthly
Frequency of Reporting	Quarterly
Other Comments	<p>Budget forecasts become more accurate as the year progresses. However in an environment of shrinking budgets the ability to plan with precision and spend in line with deliverable plans will be even more important and this indicator will give an indication of how well SCTS is delivering its expenditure commitments.</p> <p>The RAG criteria is biased towards flagging an overspend as that is generally more challenging to manage than under spending and might require an action plan to rectify.</p>

<b>Strategic Priority 8</b>	<b>Funding</b>
<b>Measure 8(b)</b>	<b>Fines and fee income</b>
Description of Measure	The profile of receipt of fees and fines income against forecast
Purpose of Measure	<p>Fees and fines income are a variable source of income but fund approximately 25% of the overall SCTS budget.</p> <p>Under recovery will signal a potential shortfall in the SCTS budget and possibly the need to scale back expenditure plans. Similarly over recovery indicates potential additional income, which should be factored into plans where appropriate and may have impacts on the resources required to recover increased levels effectively.</p>
Measure Owner	Chief Financial Officer
Source of data & data validity/assurance	<p>COP II and SEAS accounting system</p> <p>Data is extracted from SEAS as part of the monthly budgeting round and cross-checked by a qualified accountant. It is then reviewed by both the Chief Finance Officer and the SCTS Executive Team prior to its submission to the SCTS Board in the Board finance report. This indicator draws on the data from that report.</p>
Basis of calculation	Deduct forecast full-year income from budgeted full-year income and divide by budgeted running costs. A negative figure shows an under-recovery; a positive figure shows an over-recovery.
Performance thresholds for Red/Amber/Green	<p>Red – Less than -2.5% of forecast  Amber - Between -1.5% and -2.5% of forecast  Green – From over-recovery to -1.5% of forecast</p> <p>As agreed with our internal auditors this calculation reports on the most up to date end-year forecast at the point when the scorecard is submitted, to provide the most timely information available and to ensure it aligns with the financial report provided to each Board meeting.</p>
Frequency of Collection	Monthly
Frequency of Reporting	Quarterly
When will the data be available	Quarterly
Other Comments	The RAG criteria reflect the importance of managing to forecast. Under-recovery has more challenging consequences than over-recovery because of the impact on the budget position.

# SCTS Board Scorecard 2021-22



Strategic Priority	Measure	RAG Criteria			Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Comment
		R	A	G					
<b>1. Well Supported Judiciary</b>	1a. Judicial Satisfaction	Executive team assessment & commentary							
<b>2. Satisfied Court Users</b>	2a. SCTS service user satisfaction	Assessment based on most recent survey data							
	2b. Disposal of summary criminal cases within 26 weeks	Less than 67%	67-72%	More than 72%					
<b>3. Skilled and Motivated People</b>	3a. Employee engagement	More than 4 indicators Amber or 2 at Red	3-4 indicators Amber or 1 at Red	All indicators Green or 1 - 2 at Amber					
	3b. Delivery of development activities	1 or more indicators at Red	2-3 indicators at Amber	All indicators Green or 1 at Amber					
<b>4. Sustainable Buildings and Business</b>	4a. Maintaining the estate	More than 5% below required expenditure level	Between 5% above & 5% below required expenditure level	More than 5% above required expenditure level					
	4b. Sustainability and carbon reduction	Carbon output 2.5% or more behind reduction target	Carbon output between 0% and 2.5% behind reduction target	Carbon output meeting or exceeding target					
<b>5. Digital Services</b>	5a. Automated and online transactions	1 or 2 indicators at Red	1 or 2 indicators at Amber	Both indicators Green					
	5b. IT Resilience and Service	Outwith green and amber	Two measures amber or one red	All measures green or only one amber					
<b>6. Efficiency and Best Value</b>	6a. High Court Business Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red					
	6b. Sheriff Court Solemn Business Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red					
	6c. Sheriff Court Summary Business Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red					
	6d. Justice of the Peace Court Business Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red					
	6e. Civil and miscellaneous business waiting times	More than 4 indicators Amber and/or more than 2 Red	3-4 indicators Amber and/or 2 Red	All indicators Green, or 2 Amber/and or 1 Red					
	6f. Effective Tribunal Operations	10 or less targets met in the quarter	11 to 14 targets met in the quarter	15 or more targets met in the quarter					
	6g. Delivering our Change Programme	Overall summary of programme delivery status							
<b>7. Purposeful Collaboration</b>	7a. Sufficient and effective collaboration over period	Executive team assessment & commentary							
<b>8. Financial Performance</b>	8a. Expenditure profile	Outwith green and amber	Between minus 2.5% & minus 5.0% of forecast	Between forecast & minus 2.5% of forecast					
	8b. Fines and fee income	Less than minus 2.5% of forecast	Between minus 2.5% & minus 1.5% of forecast	From over-recovery to minus 1.5% of forecast					