

Scottish
Court Service



**SCOTTISH COURT SERVICE
CORPORATE PLAN
2011-14**

BUILDING A STRONGER SCOTTISH COURT SERVICE

April 2011

Contents

Foreword by Chair

Introduction by Chief Executive

1. SCS Purpose & Vision
2. Who We Are
3. Operating Environment
4. Strategic Priorities 2011-14
5. Delivering the Plan – Monitoring Progress and Performance

Annex – SCS Key Performance Indicators 2011-14

FOREWORD

SCS Chair, Rt Hon Lord Hamilton, Lord President

I am pleased to provide the foreword for this Corporate Plan for the Scottish Court Service (SCS), setting out the strategic vision and priorities against which we aim to build a stronger SCS over the coming years.

I have commented before about the significant constitutional changes which were introduced by the Judiciary and Courts (Scotland) Act 2008 from 1 April 2010, establishing my role as formal head of the Scottish Judiciary, responsible for ensuring the efficient progress of business in all of Scotland's courts, and as Chair of the independent SCS Board, which is responsible for providing the buildings, people and services to those courts and to the Office of the Public Guardian. The aim of these constitutional changes was to ensure a more unified and independent judiciary and an SCS better able to identify and meet the needs of court users and to engage effectively with other bodies within the Justice system.

Experience over the first year of the new SCS has been positive, with the new Board established in its role and the Board members working together well and the SCS making a key contribution to Justice system improvements.

Within the current financial environment, the requirement for Justice bodies to work together has become more acute and urgent. Like other public bodies, the SCS faces reductions both to its revenue allocation for staff and running costs and also to our capital budget for infrastructure investment for 2011/12, with the likelihood of further constraint in future years.

Our aim is positively to build a stronger SCS and Justice system by improving the efficiency of our internal processes; maximising the opportunities offered by technology; making better use of our buildings; developing the skills of our staff; and collaborating with other Justice bodies to achieve further system-wide improvements.

This Plan sets out how the SCS will progress towards that vision over the next 3 years, looking again at what we do and how and where it is done. The changes offer significant opportunities but also challenges. For example, there will be fewer staff within the organisation at the end of this process. However, I and the other members of the SCS Board believe that this plan provides a credible and positive strategic approach to ensuring that the SCS can continue to deliver its key purpose of supporting the courts, judiciary, court users and wider Justice system.

INTRODUCTION

Chief Executive SCS, Eleanor Emberson

As Chief Executive of the previous Scottish Court Service (SCS) Agency and, since April 2010, of the new independent SCS, I know at first hand that the Scottish courts, their administrative support and the Office of the Public Guardian have a strong record in delivering change and service improvement.

Over recent years the SCS has implemented successfully major reforms to the High Court; brought the former district courts run by local authorities into a unified summary criminal court administration and worked with other justice bodies on the wide-ranging reforms of summary justice, including establishing new arrangements for fines collection and enforcement; worked with other bodies to establish a new Civic Centre in Livingston, completed significant refurbishments of a number of our court locations; and implemented changes to the statutory arrangements to support Adults with Incapacity. Through all of this, we have worked to improve the technical skills of our staff and to invest in technology to support their work.

During the 3 years covered by this plan, the SCS will face a new set of significant challenges. These challenges arise from the financial constraints that all public bodies are facing, and also from changing expectations about how we deliver and provide access to our services, support our staff, judiciary and service users. Together with other justice organisations, we need to build on the previous reforms and tackle those systems and behaviours that continue to cause inefficiency and waste in the operation of our justice system. The Board of the now independent SCS has focused on these challenges and how to ensure that in responding we become more efficient and also strengthen justice in Scotland. The vision and specific actions set out in this plan have been developed over the past year working with the Board and with other justice bodies.

We will have to keep the plan under review over the three years ahead as we respond to changing circumstances, but I am confident that the vision set out within this Plan is the one we should work towards. Central to this vision is the need for us to continue to invest in the skills of our staff. Working at every level within the SCS and with others across the whole justice system, we will build a stronger Scottish Court Service.

1. OUR PURPOSE, VISION AND VALUES

1.1 As required by section 66 of the Judiciary and Courts (Scotland) Act 2008, this plan sets out how the SCS will fulfil its functions over the 3 year planning period, 2011-14.

Our Purpose

1.2 The purpose of the Scottish Court Service (SCS) is **supporting justice**. We deliver this by providing the people, buildings and services needed for the work of Scotland's courts, members of the judiciary, and the Office of the Public Guardian and Accountant of Court (OPG).

1.3 In delivering our purpose we must take account of the needs of the judiciary, of people involved in court proceedings and the wider public.

Our Vision – Building a Stronger SCS

1.4 Our vision for the period of this plan, and beyond, is to **build a stronger SCS**.

1.5 We will progress this vision within the context of constrained public finances and the expectation of further significant reform to the justice system.

1.6 To deliver our vision, we have identified the following elements as key requirements for a strong and efficient SCS. We aim to ensure:

- skilled, engaged and motivated **staff** in our courts, OPG and corporate headquarters;
- a well managed **estate** that makes the best possible use of our buildings and meets our environmental responsibilities;
- clear and efficient business **processes** that respond to the needs of the judiciary, court users and the wider public;
- effective **technology** that supports our key processes and communications; and
- appropriate **collaboration** with other justice organisations, to help drive improvement across the justice system as a whole.

1.7 Alongside our immediate responsibilities, we will seek continuous learning and improvement in how we work.

1.8 We will apply best value principles in how we deliver our functions and in how we use public funds.

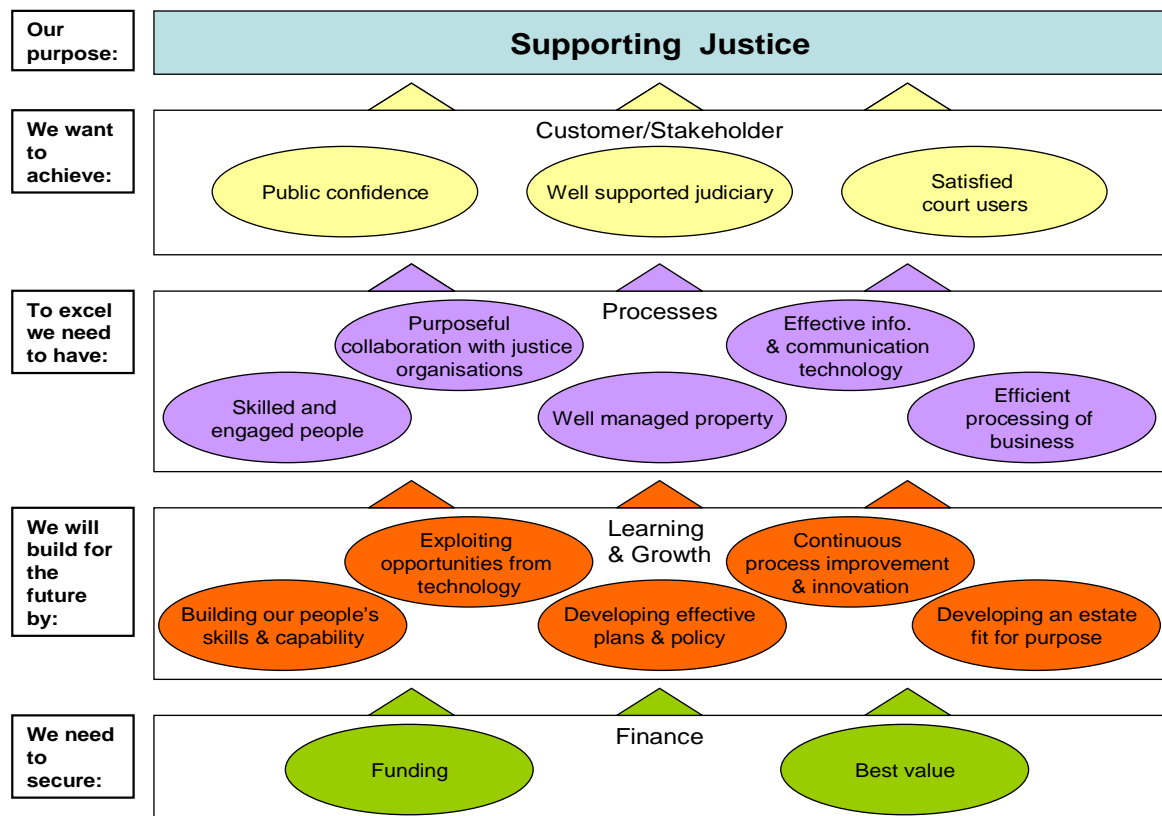
Our Values

1.9 In delivering our purpose and progressing our vision we shall seek to demonstrate the following values:

- commitment and professionalism;
- providing a high quality service;
- integrity and impartiality;
- working to improve the justice system; and
- using resources effectively.

SCS Strategy Map

1.10 The SCS Board has developed a **Strategy Map** to help illustrate how the actions that we take support our core purpose and commitment to the judiciary, court users and the wider Justice system:



2. WHO WE ARE

2.1 The SCS is a non-ministerial public body, established by the Judiciary and Courts (Scotland) Act 2008, to provide administrative support to the Scottish courts and judiciary and to the Office of the Public Guardian (OPG). We deliver operational support to the High Court of Justiciary and the Court of Session and to sheriff courts and justice of the peace courts in over 70 locations across Scotland. The Office of the Public Guardian provides guidance and undertakes investigations to protect the interests of vulnerable people under the terms of the Adults with Incapacity (Scotland) Act 2000. The Public Guardian is also the Accountant of Court.

The SCS Board

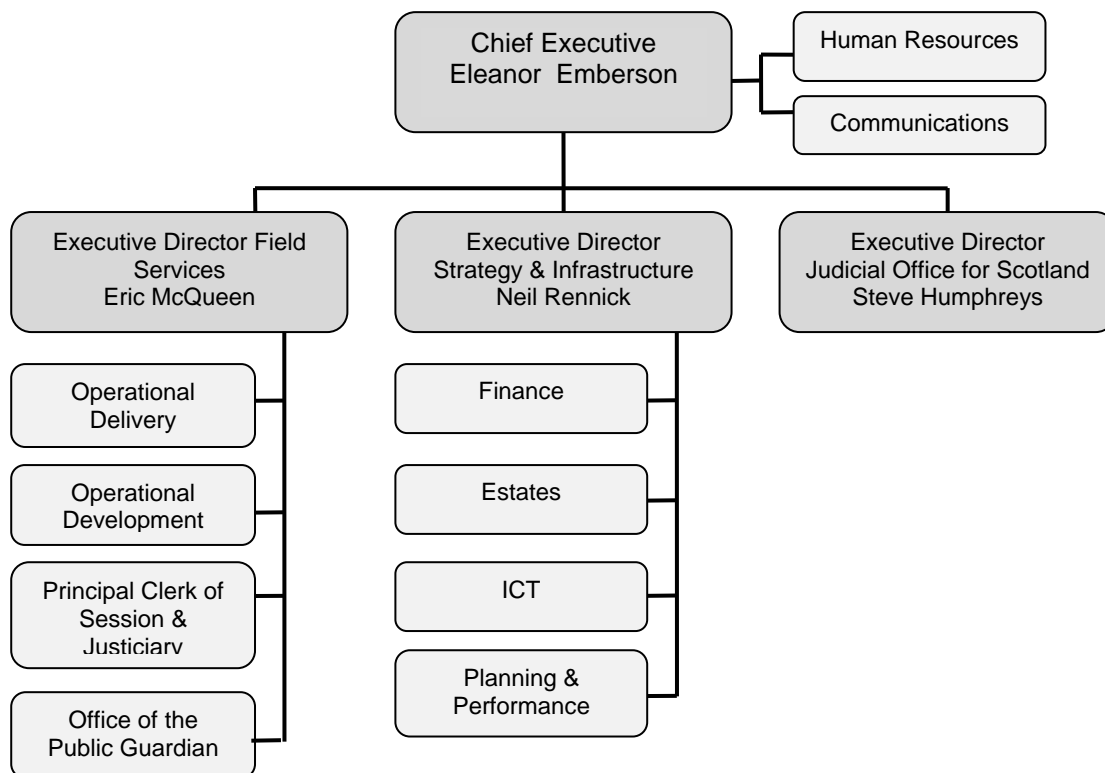
2.2 The SCS is led by a governing Board, chaired by the Lord President, Scotland's most senior judge, with members drawn from judicial and legal backgrounds and from outwith the justice system. The Board sets the strategic direction for the SCS and monitors the organisation's performance and progress towards the delivery of the strategic priorities it sets.



Back Row: (left to right) Sheriff Principal R Alastair Dunlop QC, Robert Milligan QC, Elizabeth Carmichael CBE, The Rt Hon Lord Reed, Johan Findlay OBE JP, Sheriff Derek Pyle, Mark Higgins, Sheriff Iona McDonald.
Front Row: (left to right) Deborah Crosbie, Lord Justice Clerk, Lord President (Chair), Eleanor Emberson (Chief Executive), Anthony McGrath.

Senior Management – SCS Executive Team

2.3 Day-to-day management responsibilities for the staff and operation of the SCS are delegated to the Chief Executive, who is also a member of the Board, and is supported by three Executive Directors. Together they make up the SCS Executive Team responsible for the key elements of SCS corporate and operational activity:



Judicial Office for Scotland

2.4 The Judicial Office for Scotland is a separate office established within the SCS to provide support to the Lord President in fulfilling his responsibilities under Part 2 of the Judiciary and Courts (Scotland) Act 2008, as formal head of the Scottish judiciary. Further information about the work of the Judicial Office for Scotland and its priorities is available at:

www.scotland-judiciary.org.uk/23/0/Judicial-Office-for-Scotland.

3. SCS OPERATING ENVIRONMENT

3.1 This section provides an overview of the financial and wider justice-system environment within which the SCS operates.

Our Resources

3.2 The SCS receives the largest share of its funding through the annual Scottish Budget, approved by the Scottish Parliament. The 2011/12 Scottish Budget confirmed allocations for the SCS of:

- **£69.5m** revenue funding for expenditure on staffing and other running costs - a reduction of £3.7m (5.1%) compared with 2010/11; and
- **£10.4m** capital allocation, for investment in our buildings and other infrastructure - a reduction of £9.9m (49%) compared with 2010/11 – of which £8.7m is committed contractually to Phase II of the Parliament House redevelopment.

3.3 The SCS also raises direct income towards meeting the costs of civil court and OPG services through statutory fees and retains income towards the costs of collection and enforcement of certain fines and penalties.

3.4 Reduced budget allocations for 2011/12 and, potentially, in future years, will impact on how we deliver our core functions, including how we manage our largest areas of expenditure, namely, on operational court staff and buildings. The need to reduce costs and improve efficiency, through our internal processes and engagement with other justice organisations, is reflected in the strategic priorities set out in Chapter 4.

Justice System Reform

Criminal

3.5 In recent years there have been significant reforms to the operation of the courts, in particular within the High Court, and to the delivery of summary justice, which accounts for the bulk of criminal cases. These reforms have resulted in major changes and improvements in how cases are managed, with more court business being heard in lower courts or kept out of court altogether, because they are dealt with through penalties and fines offered by the police or procurators fiscal.

3.6 Across the sheriff courts overall numbers of summary criminal complaints registered have fallen. In 2009/10, 65,419 individuals charged with summary crimes were registered within the sheriff court, compared with 73,898 in 2008/09. Over the same period, the number of individuals registered for summary crimes within the district or justice of the peace courts rose from 46,632 to 50,382.¹ Summary justice reform has allowed for the faster progress of cases. In 2009/10, over three-quarters of summary criminal cases were progressed from caution and charge to verdict within 26 weeks, against a national target of 68%.² The SCS has also improved significantly the collection rates for fiscal fines and police fixed penalties, alongside its previous responsibilities for collecting court

¹ Criminal Proceedings in Scottish Courts 2009-10, Scottish Government, Jan 2011

² Summary Justice Reform Key Performance Indicators, Scottish Government, Jan 2011

finances, and has extended the use of enforcement measures, e.g. earnings arrestments and benefits deductions, helping to increase confidence in direct measures as an alternative to court.

3.7 Despite these improvements, the courts face continuing challenges in ensuring the efficient progress of business. For example, between July and September 2010 over one in three summary criminal trials were adjourned to a later date with no evidence being led, i.e. court time was allocated but no progress was made with the case. This results in inconvenience for victims and witnesses and wasted resources for the courts and other justice bodies and professionals. Despite the benefits to accused and the courts of early pleas, the percentage of cases pleading guilty at first diet has stabilised at around only 35%.

3.8 In his *Independent Review of Sheriff and Jury Procedures* (June 2010), which dealt with solemn criminal cases, Sheriff Principal Bowen noted the overall growth in the number of more serious criminal indictments over recent years. The report confirmed relatively high numbers of adjournments both of first diets and trial diets for sheriff and jury cases, causing delay and inconvenience for victims and witnesses. He noted key causes of adjournments, including, specifically:

- lack of preparation by parties;
- non-availability or non-attendance by witness; and
- delays in the availability of technical reports, e.g. forensic evidence.

These are all issues outwith the direct control of the courts. The result is a significant mismatch between the business that has to be programmed into the courts and the actual volumes of business that can proceed on the day, undermining the efficient use of court and judicial capacity.

3.9 Sheriff Principal Bowen's Review makes a number of significant recommendations, including, for example, compulsory business meetings between the Crown and defence ahead of the first diet and not setting trial diets or citing witnesses until there is confidence that the trial will be ready to proceed. Scottish Ministers have indicated their support for these recommendations.

Civil Justice

3.10 Lord Gill's *Review of Scotland's Civil Courts* (October 2009) identified significant concerns about the structure and function of the civil courts. The review set out a number of recommendations for reform to the civil courts, including a substantial increase to the privative jurisdiction limit for the sheriff courts; the establishment of a national Sheriff Appeal Court and a Personal Injury Court; increased specialisation of civil courts; case management and case-flow management by members of the judiciary; and the introduction of a new tier of civil judiciary to deal with lower value cases through simplified, more user-friendly, procedures. Scottish Ministers have indicated their support for the majority of Lord Gill's recommendations.

3.11 Following on from Lord Gill's review, the Civil Justice Advisory Group, chaired by Lord Coulsfield, was re-convened by Consumer Focus Scotland and made a number of recommendations about the establishment of the simplified procedures and for improving public understanding of the options available for

resolving civil disputes.³ We will liaise with Scottish Government and other relevant organisations to consider how best to inform people about the different available options for resolving their disputes.

3.12 During 2010-11, the Scottish Government established Tribunals Scotland, bringing together administrative responsibility for a number of devolved tribunals. The SCS will liaise with Tribunals Scotland on relevant issues including the potential for shared services or accommodation.

Fatal Accident Inquiries

3.13 Fatal Accident Inquiries (FAIs) account for a relatively small element of overall court business, but can place significant one-off demands on the SCS and deal with important issues of public interest and concern. Lord Cullen's *Review of Fatal Accident Inquiry Legislation* (November 2009) made a number of recommendations relevant to the overall numbers and management of FAIs in Scotland. The SCS will continue to engage with Scottish Government officials and other relevant bodies to encourage a co-ordinated approach in responding to the issues raised by Lord Cullen's review.

Office of the Public Guardian and Accountant of Court

3.14 There continues to be year on year growth in the number of powers of attorney and guardianship orders submitted to the OPG for registration. The Scottish Law Commission (SLC) has included within its next programme of reform a review of guardianship. The SLC has also recently published a discussion paper on reform of judicial factors.

Summary

3.15 The recommendations from the various justice reviews offer opportunities but also challenges and risks for the SCS in managing and responding to potential major structural reforms to the courts and civil and criminal justice. If implemented in full, the recommendations would change how and where people access justice and the responsibilities of different levels of courts. Many of the recommendations would require changes to primary legislation or the introduction of new rules or practices by the judiciary.

3.16 During 2011-14, the SCS will continue to work with the Scottish Government, judiciary and other relevant interests in considering and taking forward actions arising from justice system reviews.

Justice Outcomes Group

3.17 One of the key lessons from previous justice reforms is that improvements to the operation of the courts cannot be delivered by the SCS in isolation. For example, what happens within court and the efficiency with which cases are progressed is dependent on the actions and behaviours of a range of different bodies and individuals.

3.18 The Scottish Government, along with justice delivery bodies, including the SCS, Crown Office and Procurator Fiscal Service, Scottish Prison Service,

³ Ensuring Effective Access to Affordable and Appropriate Dispute Resolution, Consumer Focus Scotland, Jan 2011

Association of Chief Police Officers in Scotland and Scottish Legal Aid Board, have established a collaborative approach to achieve justice system improvement. This work is overseen by the Scottish Government led Justice Outcomes Group and is being taken forward through a number of specific collaborative change programmes, including the *Making Justice Work* programme and the *Reducing Re-offending* programme. Other specific initiatives are considering the needs of particular groups including, in particular, how better to support the needs of victims and witnesses of crime.

3.19 The work of the Justice Outcomes Group links with Scottish Ministers' objectives for safer and stronger Scotland.

3.20 It is central to our vision for building a stronger SCS that we should work in collaboration with other justice bodies to tackle inefficiencies and deliver improvements to the justice system as a whole. As far as appropriate and practical, therefore, we will aim to align our internal change activity and high level performance indicators with the Justice Outcomes Group approach.

4. SCS STRATEGIC PRIORITIES 2011-14: BUILDING A STRONGER SCS

4.1 This chapter sets out specific strategic actions that the SCS will take forward over the next three years towards building a stronger SCS.

4.2 The proposed actions are organised under the strategic themes identified within our strategy map:

- Meeting the needs of **judiciary and court users**.
- Skilled, engaged and motivated **staff**.
- Well managed **estate**.
- Clear and efficient **processes**.
- Effective use of **technology**.
- **Collaboration** with other justice organisations.

4.3 The table below outlines the outcomes that we aim to achieve for each of these themes towards delivering a stronger SCS and the specific actions that we will take during 2011-14 to help deliver those outcomes.

4.4 The individual actions will be progressed to different timescales over the 3 years of the plan:

- some immediate actions are already in progress to enable the SCS to operate within its budget allocation for 2011/12;
- certain actions will be progressed and concluded during 2011-14 to review and strengthen our key business processes;
- some more significant structural reforms will rely on legislative change and other developments which will determine the final timescale for delivery.

4.5 Specific milestones and delivery timescales will be set out within our annual Business Plan and within the project documentation for individual justice-system change projects.

SCS Strategic Actions 2011-14

Strategic Themes <i>Outcomes</i>
<ul style="list-style-type: none">• Specific Actions

Meeting the Needs of Judiciary & Court Users

We will seek to understand the needs and views of members of the judiciary and our service users of all types and use this information to challenge and improve how we deliver our services.

- **Court Users:** During 2011-12 we will seek the views of court users of all types - accused, victims, witnesses, legal professionals, participants in civil proceedings, etc - about the quality and effectiveness of our services and the assistance that we provide, to help inform and improve our future service delivery.
- **Customer Service Excellence:** We will continue work, launched during 2010-11, towards achieving accreditation for the SCS under the UK Government's Customer Service Excellence scheme.
- **Mainstreaming Equality:** We will roll out from April 2011 our Equality Statement and guidance, to ensure that we comply with the Equality Act 2010 and apply the principles of equality and dignity at work for our staff and respect the diverse needs of all the people who come into contact with the courts and OPG.
- **Judiciary:** We will undertake, for the first time, a comprehensive survey of the views of members of the judiciary, at all levels, about the services and support that we provide to meet their needs and the needs of the courts.

Skilled, Engaged and Motivated Workforce

We will maintain a skilled, engaged and motivated workforce which is able to deliver our core functions across the courts and OPG, whilst ensuring that costs are proportionate with the resources available to the organisation.

- **Investing in Staff Training and Skills:** We will continue to invest in updating and further developing the skills of our staff, including enhancing both technical and managerial skills and ensuring opportunities for staff development and growth at all levels within the organisation.
- **Workforce Planning:** We will apply our Workforce Planning tool, developed during 2010-11, to help manage the effective deployment of our staff to meet our key business demands and priorities.
- **Managing Our Pay Costs:** We will seek to match our pay costs in line with our available budget allocation, whilst maintaining necessary staffing levels and skills to meet our key functions. Cost reductions will be achieved through, for example, natural turnover, controls on recruitment and voluntary release. Decisions will be weighted to minimise, as far as possible, the impact of reductions on our operational delivery.

Well Managed Estate

We will have a well managed estate that makes the best use of our buildings, minimising our running and capital costs, whilst ensuring continuing appropriate access to our services, including in rural and island areas, and accommodation that is secure and fit for purpose.

We will demonstrate best practice in reducing our carbon emissions, consistent with achieving the targets for the public sector set in the Climate Change (Scotland) Act 2009.

- **Reducing ‘Split Site’ Court Locations:** During 2011-12 we will reduce the number of ‘split-site’ court locations where we have more than one court building – i.e. both a sheriff and justice of the peace court - in a single city or town, reducing running costs and capital commitments, whilst maintaining or improving access to court services in these locations. We will undertake feasibility analyses to determine the potential to further reduce ‘split-site’ locations.
- **Reviewing of Court Structures:** We will review our court structures to identify opportunities to better allocate business demands across the court estate, for example the possible establishment of a national Sheriff Appeals Court and Personal Injury Court, as recommended by Lord Gill; specialist civil and Sheriff and Jury centres and reviewing the High Court circuit.*
- **Carbon Management:** We will take forward necessary actions to reduce our carbon emissions by 25% by 2015, in line with our Carbon Management Plan for 2009-2015.
- **Parliament House Redevelopment:** We will continue to progress the vital redevelopment of the historic Parliament House complex in Edinburgh, to ensure that court facilities within the Court of Session are fit for purpose.
- **Health and Safety, Fire and Security:** We will continue to take actions to ensure that we protect the safety and security of our staff, judiciary and court users, in line with the full range of our statutory responsibilities.

Clear & Efficient Business Processes

Our business processes will be clear and efficient, responding to the needs of the judiciary and court users, and able to progress business through the courts and OPG in ways that are reliable and economical and avoid inappropriate delays.

- **Non-pay costs:** Where practical, we will take necessary actions to review and reduce our non-pay costs, including for facilities management, printing and publication, travel and other operational and support costs.
- **Court programming:** Working with the judiciary, we will seek to enhance the efficient programming of court business to match available capacity with business demands, where possible reducing demand for court sitting days and part-time judicial resources.
- **Review of key SCS processes:** First launched in 2010-11, we will further progress a fundamental review of our key internal business processes to identify opportunities for efficiencies and cost savings. We will take forward specific priorities already identified by the review, including options for improving our citation and management of jurors; document management; fines collection and in-court support services.

Efficient ICT

We will make effective use of technology to improve the efficiency and speed of our key business processes and communications, enhance access to our services, and reduce costs and environmental impact.

- **Video Links:** With other justice bodies we will complete a feasibility analysis and identify options to enhance the use of video links and technology to deliver Justice system improvements and potential financial and environmental benefits.*
- **Fines collection:** We will optimise the efficient collection of fines by providing access to on-line payment facilities and a single telephone contact point. We will continue to take appropriate and necessary actions to enforce fines on those who refuse to pay.
- **On-Line Submissions:** we will review options to facilitate the increased use of on-line submission and processing of documents and applications, for example. for civil registrations to the courts and applications to the Office of the Public Guardian.

Collaboration with Justice Bodies

We will work with other justice bodies on collaborative initiatives to reduce costs and to drive improvement in the efficient delivery of Justice.

- **Getting People to Court:** Along with other Justice bodies, we will explore possible actions to ensure required attendance at court by accused and civilian witnesses and better to manage attendance by police witnesses.*
- **Review of Justice Systems Model:** With the Crown Office and other Justice bodies we will review the effective operation of the Justice Systems Model following Summary Justice Reform. We will look again at the system demands and prosecution levels and assess possible alternatives to all procedural hearings being conducted in front of a sheriff.*
- **Shared Services:** We will further progress work started in 2010-11 with other Justice bodies to explore the potential for the sharing of corporate and other administrative functions, for example for estates management; and jury and witness citations and payments; etc.*
- **Justice Reform:** We will work with Scottish Government and other justice organisations to take forward consideration and implementation of agreed recommendations arising from major justice system reviews, including Lord Gill's Civil Courts Review and Sheriff Principal Bowen's Independent Review of the Sheriff and Jury Procedures.*

*These actions are collaborative initiatives being overseen and managed through the joint Scottish Government *Making Justice Work* programme.

5. DELIVERING THE PLAN

5.1 Overall responsibility for overseeing the delivery of this plan rests with the SCS Board. Certain elements of the action plan will be overseen by formal Board Committees, including the People Committee, the Audit Committee and the Estates, Health & Safety, Fire and Security Committee.

5.2 Delivery of specific actions and performance will be the responsibility of the Chief Executive and senior management Executive Team.

5.3 Collaborative justice-wide initiatives will be managed, and progress will be monitored, through the joint Justice Outcomes Group (see chapter 3) and individual programme and project boards.

Corporate Strategies

5.4 Individual actions will be supported and underpinned by a number of key, long-term corporate SCS plans and strategies. These documents will help drive forward the SCS's commitment to learning and growth, including:

- *People Strategy* – Our people are our key asset. A new People Strategy will be developed during 2011-12 to support and inform our people management policies, practices and activities, to help develop the skills and abilities of our staff and to create an environment in which people feel supported and able to cope with a changing justice environment.
- *Estate Strategy* - Our Estate Strategy sets the SCS's medium and longer-term vision for the future of our estate, matching our building locations and facilities with the changing needs of the organisation and wider justice-system reforms.
- *ICT Strategy* – Our ICT Strategy will provide the basis for decisions and prioritisation in how we target action and identify our investment needs to maintain and develop our vital ICT infrastructure and to support new ways of working across the SCS.
- *Carbon Management Plan* - The Plan will provide a road map of actions and behaviours to enable the SCS to meet our obligations to reduce our carbon emissions and ensure the sustainability of our services.
- *Single Equalities Scheme* – The Single Equalities Scheme will support our work to ensure that we respond to the diverse needs of all those who come into contact with the courts and OPG and to ensure that all of our staff understand those obligations and their role in meeting these responsibilities.

Links to these strategies, once finalised, will be published on the SCS web site.

Managing Risk

5.6 The SCS has a formal Risk Management Framework. Risk management arrangements are monitored by the Executive Team and Audit Committee and,

ultimately, the SCS Board. Responsibility for all identified risks are delegated to individual responsible risk owners.

5.7 The SCS's Risk Register links directly to the SCS Strategy Map of aims and priorities set out in Chapter 1 and will be summarised and updated in annual Business Plans.

SCS Performance Framework

5.8 During 2010-11, the SCS Board reviewed and revised the organisation's Performance Framework. The revised Framework adopts a "balanced scorecard" approach to better reflect the inter-dependence of our key priorities, including ensuring effective support to members of the judiciary and court users; ensuring the efficiency of our key business processes; and the importance of our collaborative working with other justice bodies.

5.9 The organisation's performance against the agreed Framework will be monitored by the SCS Board at its meetings at least six times each year. Commitment to the high level indicators and service specific performance measures will be cascaded through the organisation. New performance indicators for learning and growth activity have been developed and will be monitored internally by the SCS Board. Financial performance and projections will be monitored by the SCS Board at each of its meetings. Compliance with Best Value principles will be monitored by the SCS Audit Committee.

5.10 Progress on court user satisfaction and SCS processes will be measured through a focused set of key performance indicators set out in the attached Annex.

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Scottish Court Service
April 2011

Annex: SCS Key Performance Indicators

Performance Indicator	Current Baseline
<i>Court User Perspective</i>	
1. Court User Satisfaction - % of court users of all types indicating that they are satisfied with the quality, pace, etc. of our services within the annual SCS Court User Survey.	80% (2009 SCS Agency survey)
<i>Justice-System Indicators*</i>	
2. Justice System Target - % of summary criminal cases completed within 26 weeks from caution and charge to verdict	77% (SJR key Indicator)
3. Use of Court Time - Proportion of summary trials called at which no evidence is led and that are adjourned to a further trial diet.	35% (SJR monitoring data)
<i>SCS Performance & Delivery Indicators</i>	
4. Engaged & Motivated Staff – Average calendar days lost per year due to short-term staff absence.	3.9 days (SCS internal data)
5. Well Managed Estate – Number of hours each court room is used relative to available capacity (excluding part-time courts).	n/a – new baseline being established.
6. Effective ICT – Up-time of core ICT systems (COPII, CMS, Sigma and e:mail) during core working hours (6:45-19:15).	98% (SCS internal data)
<p>7. Efficient Processes – Waiting time measures for key SCS processes:</p> <p><u>Inner House</u></p> <ul style="list-style-type: none"> – Waiting period for earliest available non-urgent 2 day hearing, as at end of each quarter. <p><u>Criminal Appeals</u></p> <ul style="list-style-type: none"> – Waiting period for full hearing, in respect of each type of criminal appeal, at end of each quarter. <p><u>Outer House</u></p> <ul style="list-style-type: none"> – Personal Injury - Waiting period from lodging of defences and proof diet as at end of each quarter. – Commercial Court - Waiting period between first preliminary hearing and first substantive hearing, as at end of each quarter. – Other Actions - Waiting period for a 4 day proof diet, as at end of each quarter. <p><u>High Court First Instance</u></p> <ul style="list-style-type: none"> – Average period between when case is first cited to preliminary hearing and conclusion of trial. <p><u>Sheriff Court</u></p> <ul style="list-style-type: none"> – Civil – waiting period for ordinary civil cases between closing of record and first available date for proof or debate. – Sheriff & Jury – average period between date of first diet and conclusion of trial. 	Baseline performance levels for 2010-11 are being established for each process, where not already available.

<ul style="list-style-type: none"> - Summary Crime – average length of waiting period from fixing trial diet to date assigned. <p><u>Justice of the Peace Court (includes Glasgow Stips.)</u></p> <ul style="list-style-type: none"> - Summary – Average length of waiting period from fixing of trial diet to the date assigned. <p><u>Office of the Public Guardian</u></p> <ul style="list-style-type: none"> - % of guardianship orders registered within 5 working days per quarter. 	
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*The justice system indicators are particularly reliant on the actions and behaviours of other justice bodies and stakeholders.