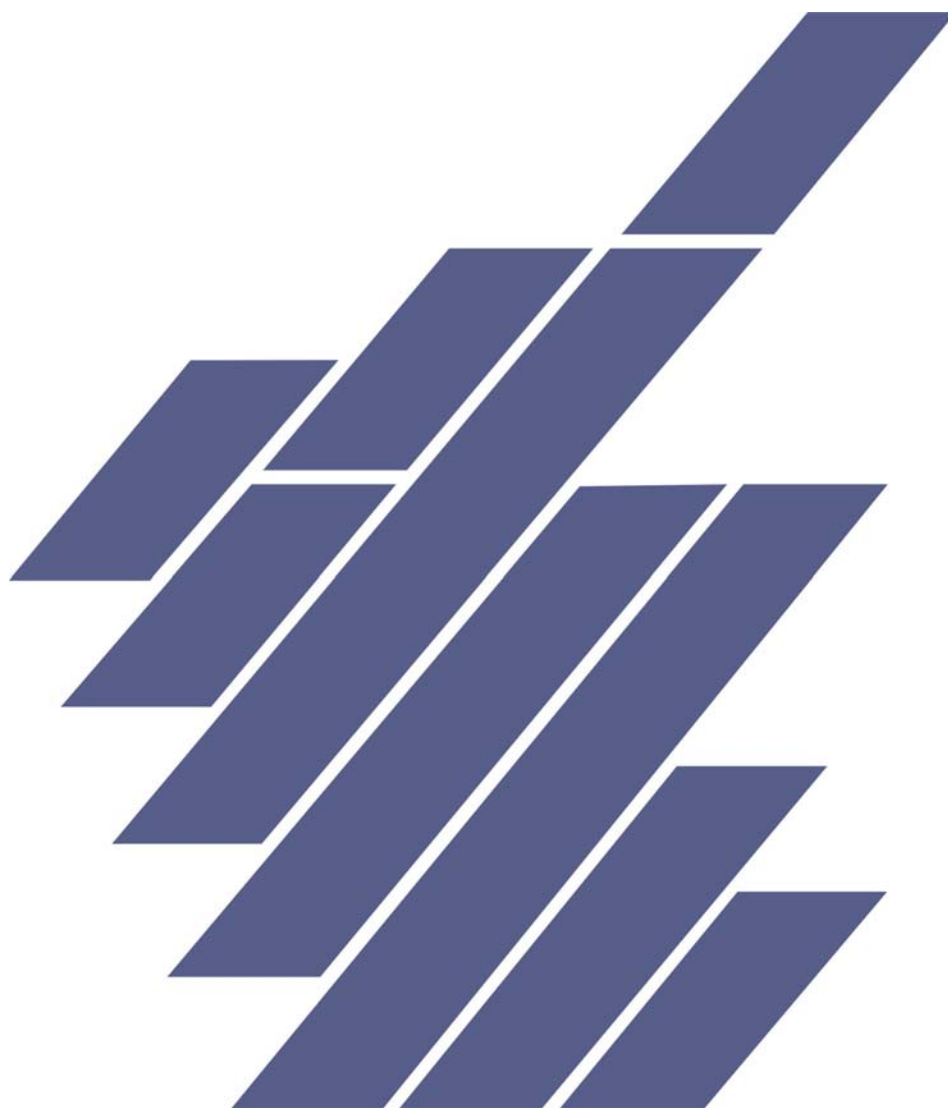


SCS Business Plan 2009-10

Scottish Court Service

Business Plan 2009-2010



SCS Business Plan 2009/10

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1. Introduction

The Corporate Plan of the Scottish Court Service covers the period 2008 to 2011 (the same period as our Spending Review allocation). The Corporate Plan sets out four major change programmes that we are undertaking:

- Efficiency and Opportunity
- Judicially-led governance of the SCS
- Parliament House redevelopment
- Implementation of Summary Justice Reforms

And three supporting strategies:

- People strategy
- Estates strategy
- Information and communications technology strategy

which underpin our purpose:

Access To Justice.

We deliver this by providing the people, buildings and technology to support the operation of the Courts and the Office of the Public Guardian.

This Business Plan covers the second year of delivery, April 2009 to March 2010. It summarises the key activities that we will be undertaking this year to deliver our Corporate Plan and execute the four major change programmes and three supporting strategies that it comprises, as well as summarising the major business challenges that we face. This plan will also show how the Scottish Court Service's purpose and activities support the Scottish Government's purpose targets and strategic objectives.

Brief summaries of the programmes, strategies and our operating context are provided in this plan but more information on them will be provided throughout the year via the Scottish Courts website, www.scotcourts.gov.uk.

The plan also includes the statement of our purpose, aim and values and a summary financial plan.

2. Purpose, Aim and Values

The SCS was formed in 1995 and is currently an executive agency of the Scottish Government. Following the passage of the Judiciary and Courts (Scotland) Act in 2008, it is anticipated that in 2010 the SCS will be re-constituted as a Non-Ministerial Department with a governing Board chaired by the Lord President and with a majority of members drawn from the judiciary.

Our purpose, aim and values provide the guiding principles for action throughout our organisation and during 2009-10 work will continue to embed our values statements in all of our activities and in particular the formation of new competency frameworks.

Our purpose:

Access To Justice.

We deliver this by providing the people, buildings and technology to support the operation of the Courts and the Office of the Public Guardian.

Our aim:

Our aim is to provide services to the public, professional users and the judiciary that are:

- Consistent and reliable
- Delivered when we promise them
- Making best use of the resources available to us.

Our values:

We will fulfil our purpose and pursue our aim conscious of our responsibilities to be publicly accountable, respect judicial independence and work with others in improving the performance of the justice system.

In particular we value:

- Commitment and professionalism
- Providing a high quality service
- Integrity and impartiality
- Working to improve the justice system
- Using resources effectively.

3. Operating Context

This plan will be delivered in an operating environment characterised by:

- The Scottish Government's ambitions to create a "Safer and Stronger Scotland" as one of the five core objectives that underpin its purpose of creating sustainable economic growth.
- In common with the rest of the Scottish public sector, living within a tight 2007 Spending Review settlement and continuously seeking ways of doing our business more efficiently.
- A recessionary economic environment which requires all public bodies to undertake or continue with activities which promote economic recovery.
- Anticipated growth in various categories of business including solemn crime and applications to the Public Guardian, partially balanced by a reduced burden of summary crime on the Sheriff Courts because of summary justice reforms.
- An increased emphasis across the Scottish public sector on action to collaborate on finding more efficient ways of delivering support services, whether through IT, process improvement or shared services.

3.1. Purpose For Government

The Scottish Government has set out a single, overarching, purpose for Government as part of the 2007 spending review:

"To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth."

This purpose statement is supported by five strategic objectives to make Scotland:

- wealthier and fairer
- smarter
- healthier
- safer and stronger
- greener.

Our core business most closely supports building a 'Safer and Stronger' Scotland, but we also have an important role to play in supporting the other four strategic objectives.

In the current economic circumstances, the Scottish Government also requires public bodies to contribute to the Scottish Economic Recovery

Programme, e.g. through capital spending programmes, supporting economic development, and intensifying work on energy efficiency.

During 2009-10 we will ensure that our activities, plans and strategies align with the Scottish Government purpose and strategic goals. A detailed mapping of how particular SCS corporate initiatives and strategies support the Scottish Government's outcomes and purpose targets is at Annex A. As we move towards new judicially-led governance structures, the Scottish Government's purpose and strategic goals will continue to be relevant, and the Scottish Government is likely to wish to see them reflected specifically in the new governing body's plans.

We are conscious of our wider role as a public body and our impact on the communities we serve and we will continue to maintain activities that support the Scottish Government's purpose in the following areas.

Sustainability

We are committed to delivering major reductions in Carbon emissions over the next 10 years and beyond and have signed up to the Scottish Government targets. We are making great strides towards these with a combination of energy reduction measures, facilities design and behaviour change initiatives. We have signed up to the Carbon Trust Carbon Management programme which helps public sector organisations ensure that future targets are met and we have achieved accreditation of the Carbon Trust Standard a national, independently audited energy performance standard. In addition, we have a dedicated Sustainable Development Manager, who is responsible for monitoring and facilitating the reduction of emissions, and is building a network of staff able to support sustainability across the estate.

We have made considerable improvements in energy efficiency including a 1.6% reduction in energy consumption between 2007 and 2008. As part of our estates strategy, we will continue to put downward pressure on our consumption of resources and promote activities such as recycling and the efficient use of office resources such as paper and computer consumables. Some successful initiatives include installation of water saving devices in washrooms, building control upgrades, replacement of old and inefficient boilers, and lighting controls. Some courts are also good sites for renewable energy, for example Glasgow Sheriff Court, where installation of Photovoltaic cells has reduced new energy consumption by over 60,000 kWh. We will continue to check estate changes against sustainability criteria built into our court design guides. These guides incorporate best practice in sustainable building design, alongside other priorities such as equal access.

Equalities

A high level steering group led by the Director of Field Services has been established to develop organisational strategy on equalities. We will shift our focus, in the light of new and impending legislation on the three equalities duties and three equalities strands, towards creating a high level "Dignity at

Work” policy which will include how we meet our specific responsibilities in respect of each of the equalities duties. We will develop and roll out an SCS equalities impact assessment tool during 2009-10 learning from approaches taken by other parts of the public sector in Scotland. We will also seek to take part in joint approaches with other justice partners in reaching out to minority and under-represented communities to ensure that we take their views into account in creating both public facing and internal policies and guidance.

Community Involvement

We engage in the life of local communities in numerous ways including providing opportunities for court visits, university and school work experience placements and the use of court premises for local meetings. We are proud of the commitment that our staff show both in helping the public to better understand the work of the courts and OPG and to strengthening local communities. We will continue to support our staff in their community work and better promote and recognise the important work we are doing in this area during 2009-10.

Customer Focus

We are committed to understanding court user needs and have committed to a full national survey of court users following pilot studies carried out in unified Sheriffdoms in 2008-09.

Supporting Economic Recovery

We are a major national employer providing increased opportunities following the unification of the administration of the District and Sheriff Courts. We will also spend £18.7m on capital projects, mostly estates driven, split between major building projects such as Parliament House redevelopment and backlog maintenance. This will provide opportunities for the construction trades. We are also taking steps to meet the Government's 10 day target for invoices payment which has been challenging for us given our national spread and the large number of invoices generated. However we will aim to pay 100% of invoices within 10 days by the end of 2009/10 which, were it to be achieved, would be an improvement of 66% from when the target was introduced during 2008.

4. Major Change Programmes

4.1. *Efficiency and Opportunity*

The Efficiency and Opportunity programme looks across the Service at how we can use our resources, including the talents of our staff, more efficiently to deliver quality services.

During 2009/10 we aim to develop a more strategic approach to business change building on the work and momentum established through the Efficiency and Opportunity programme. We will develop a better understanding of the business cost drivers to ensure that business change is developed in a way that optimises both financial and operational efficiencies and is more closely aligned with business strategy.

We will pursue the following key Efficiency and Opportunity projects this year.

Key activities

- On line payment of fines and centralised fines payment support
- Moving High Court first instance business from the SCS civil case management system (CMS) to our criminal case management system (COPII).
- Supporting the Scottish Government in its policy response to Lord Gill's review of the civil courts.
- Completion of a pilot exercise in OPG on the submission of Powers of Attorney on-line
- Relocation of some our Headquarters functions from Hayweight House to Saughton House and the establishment of SCS HQ at Parliament House.
- Rationalisation of the court estate where this makes business sense as part of courts unification.

4.2. *Summary Justice Reform Implementation*

Summary Justice Reform followed on from a review of the summary justice system led by Sheriff Principal McInnes and the Act introducing the changes became law in 2007. The reforms are helping to deliver the truly effective summary justice system that Scotland's communities deserve.

Key activities

- Completion of the programme for the unification of the administration of the Sheriff and Justice of the Peace Courts by undertaking the final two (of six) Sheriffdom unifications in North Strathclyde Sheriffdom and South Strathclyde, Dumfries and Galloway Sheriffdom. This involves managing different stakeholder

interests, integrating working practices, realising efficiencies, rolling out the criminal operation computer system (COPII+) and achieving a smooth transition to Justice of the Peace courts.

- Maximising the benefits from Fines Enforcement Officers, delivering the benefits projected in our Efficient Government Fund bid, redesigning business processes supporting Fines Enforcement Officers, including new systems to trace offenders.
- Continuing the implementation of SJR system model, re-designing court programme, maximising re-distribution of business to Justice of the Peace Courts and direct measures, achieving improvement in end to end times.
- Building a programme to support the modernisation of the courts and implementation of SJR.

4.3. Judiciary and Courts (Scotland) Act

The Judiciary & Courts (Scotland) Act was passed in 2008. We are undertaking an implementation project to configure the SCS to offer the best possible support to the Lord President and a judicially-chaired governing body.

Key Activities

- Action to establish the SCS as a new judicially-chaired statutory body, including defining the framework of relations between SCS and Scottish Government/ Parliament.
- Supporting the Lord President in developing his headship of the judiciary
- The development of a communications strategy, co-ordinated with the judiciary, to support people through the change.

4.4. Parliament House

At the centre of our estates strategy, redeveloping Parliament House to ensure that it has a sustainable future as the home of Scotland's supreme courts.

Key Activities

- Completion of the Phase 1 works
- Undertaking a feasibility study for Phase 5

5. Supporting Strategies

5.1. People

During 2008-09 the Personnel and Development Unit redefined its purpose and role through the SCS People Strategy and is now renamed the Human Resources Unit. This reflects a more strategic focus to its activities. In particular the recruitment of HR Business Partners will provide strategic support to senior managers and better enable the service to develop its policies and map its future workforce requirements.

Key Activities

- Develop an effective workforce planning tool
- Providing skilled and motivated staff by expanding staff development opportunities
- Provide training and development support to support the roll out of a new dignity at work policy
- Continue working on the refinement of organisational values and development of materials that will ensure effective translation of corporate values into staff behaviours

5.2. Estate

Estates development is managed through the Estates Programme Board which has now signed off an estates development strategy and asset utilisation plan. We manage a complex estate encompassing a mixture of owned and leased buildings. Our strategy will ensure that we have a modern, fit for purpose, court estate whilst at the same time preserving a number of historic buildings that are an important part of Scotland's built environment.

Key Activities

- Develop and deliver improvements in energy efficiency
- Reduce backlog maintenance
- Take up new court accommodation in West Lothian civic centre and ensure cost-effective disposal of the Linlithgow courthouse.

5.3. ICT

The development and effective utilisation of ICT is a major part of running a successful court service. We have set up a senior level ICT steering group to better prioritise ICT development activities by providing a clearer definition of user requirements to the ICT directorate.

Key Activities

- Review IT support to the Court of Session
- Consolidate and rationalise servers
- Change cable and Wireless contract for the SCS network and increase the bandwidth of our broadband network

6. Business Challenge

The change programmes and strategies have to be delivered at the same time as maintaining or improving the service standards that we are committed to and are encapsulated in our aim:

Our aim is to provide services to the public,
professional users and the judiciary that are:
Consistent and reliable
Delivered when we promise them
Making best use of the resources available to us

This section summarises the key challenges that we are facing.

High Court

The High Court is continuing to drive forward the reforms that followed Lord Bonyon's review of the High Court whilst accommodating an increasingly complex case load. The High Court Programming Board chaired by the Lord Justice Clerk will continue to work, with our support, to ensure efficient planning of High Court business and delivery of a recovery plan to reduce waiting times for criminal appeals.

Sheriff Court Solemn Business

The demand for solemn trials in the Sheriff Courts continues to show an underlying increase.

The Completion of the Unification of the Administration of the Justice of the Peace and Sheriff Courts

The unification of the administration of the Justice of the Peace and Sheriff Courts requires intensive managerial resources and change management to successfully accommodate up to around 250 new staff and significant additions to our estate. It also requires us to develop and implement the processes which will effectively programme court business and properly support Justices of the Peace.

Summary Justice Systems Model

Summary Justice Reform and the setting of a national target for summary business is underpinned by a "systems model". At a local level this has required ever closer working relationships with the Procurators Fiscal and the use of a court programming planning tool to assist with implementation and analysis of the model.

Fines Enforcement

The new arrangements for fines enforcement have brought added responsibility for ensuring the efficiency and effectiveness of the fine as a court disposal. Fines Enforcement Managers and their teams commenced their duties in March 2008. Their initiation has brought new processes and ways of working into the Courts which will be fully developed during 2009-10 to ensure the changes to fines enforcement bring the benefits that are expected. Performance management frameworks will be developed to demonstrate the effectiveness and improvement opportunities that the new arrangements are opening up.

Civil

A pilot scheme relating to immigration and asylum appeals is starting, involving judicial case management and more flexible scheduling of cases, to assess a model which would be of potential benefit more generally in reducing the period for civil appeals. In addition, the Lord President has published a consultation paper on further reforms of inner house business proposed by Lord Penrose, including more active judicial management of cases and delegation of procedural hearings to a single judge.

In the Court of Session there has been a drop in waiting periods for civil proofs as a consequence of new procedures for personal injury claims. We expect business levels to remain stable in 2009/10.

In the Sheriff Courts changes in the limits of ordinary and summary cause/small claims appear to have stabilised with no impact on resources expected during 2009/10.

Office of the Public Guardian

The Office of the Public Guardian continues to experience large growth in its highest volume service, applications for Power of Attorney. This growth will be supported by re-engineered processes and the use of IT to allow, for example, the electronic registration of Powers of Attorney.

7. Performance Framework

Our performance framework was revised in 2008-09 to enable us to more appropriately reflect our role as one of strongly, but not decisively, influencing waiting periods in courts (since these waiting periods are also driven by parties and the judiciary) . A number of measures which we previously called targets are now set as court service indicators.

Administrative targets have been rationalised and now form the bulk of what we call service delivery targets which reflect our performance in carrying out the court-based processes which we believe have the most impact on court users.

We have incorporated targets on efficiency and the progress of summary criminal cases, which are part of the Scottish Government's national performance framework. We have incorporated indicators that are indicative of our environmental and community impacts.

In the light of experience in 2008-09, the Performance Framework will be adjusted to at the start of 2009-10 to better reflect the pattern of movement in some indicators over the course of the year and to be clearer on the baselines against which progress is measured.

7.1. Justice System Target

The Scottish Government has set a target to increase the percentage of criminal cases dealt with within 26 weeks by 3 percentage points by 2011 in Sheriff Summary, Justice of the Peace and District Court cases.

The baseline for the target is that 65% of these cases were disposed of within 26 weeks from caution and charge to verdict in 2007-08. The monthly average performance for 2008/9 was 73%.

7.2. Efficiency target

The Scottish Government has set a target of 2% cash releasing efficiency savings for each year of the plan period relative to the 2007/08 budget baseline. These savings can be deployed in the improvement of front line services. For the SCS, this target equates to £1.6m of additional savings per year over the corporate plan period.

7.3. Court Performance Indicators

- Waiting period for criminal appeals to the High Court
- Waiting period for civil appeals to the Court of Session
- Waiting period for the hearing of civil cases in the Sheriff Courts
- Waiting period for personal injury cases in the Court of Session
- High Court case progress to monitor the ongoing effectiveness of the High Court (Bonomy) Reforms
 - Average number of preliminary hearings per case
 - Percentage of cases with time bar extensions
 - Average number of trial adjournments
- Measuring our contribution to summary justice reform
 - Effectiveness of fines enforcement
 - Court contribution to the 26 week system target

7.4. Service Delivery Targets

Targets are set at 95%.

- Prepare final decrees pursuer undefended in ordinary actions and simplified divorce actions in the Sheriff Courts within 1 day
- Process ordinary divorce cases within 5 days
- Process civil actions to the Court of Session within 1 day
- Issue extract decrees within 3 days
- Complete post-court procedures in Sheriff Court criminal cases within 1 working day
- Pay juror expense claims within 2 working days of claim acceptance
- Issue confirmation within 3 working days of acceptance of competent commissary inventories
- Process applications for Power of Attorney within 12 working days of receipt

7.5. Community Impact Indicators

- The number of community facing events we undertake (e.g. 'open door' days to enable people to understand what the court does)
- Electricity and water consumption
- Utilisation of vulnerable witness facilities
 - The frequency of use of remote links by vulnerable witnesses to give evidence
 - Percentage of remote links requests that are successfully completed

7.6. Operational Support Indicators

- Year to date direct running costs
- Payment performance
- Savings realised by procurement
- Average working days per employee (full time equivalents) lost through short term sickness absence
- Staff turnover
- Staff in post versus complement
- Training days delivered
- IT systems uptime
- IT incident response time
- Building downtime events
- Enforcement notices
- Property maintenance backlog
- Sitting days per month in buildings with disabled access issues
- Carbon emissions produced

8. Summary Financial Plan

Revenue Summary

Category	Budget 2009/10 £000s
Total payroll	38,749
Other Direct Running Costs	38,335
Operational Expenditure	7,101
Capital Charges	26,258
Total Expenditure	110,443

Fee Income	22,213
Fines Income	6,266
Other Income	2,864
Total Income	31,343
Net	79,100

Funding	83,848
Amount Not Yet Allocated	4,748

Remaining Summary Justice Reform costs to be allocated	2,054
Livingston Lease costs to be allocated	900
Reserve for under-recovery of fines	1,200
General Reserve	594
Unallocated	4,748

Capital Summary

Category	Budget 2009/10 £000s
Land and Buildings	15,312
IT Equipment and Software	2,076
Other Capital	312
SPS Capital Repayment	1,000
Total Capital Expenditure	18,700

Funding	18,700
Surplus	-

Annex A - Outcome Based Approach

All public bodies have been asked by Scottish Government to use their respective planning processes in 2009/10 to demonstrate their unique contribution to the Scottish Government's overarching purpose of increasing sustainable economic growth. In particular we have been asked to address how our purpose aligns with national outcomes, economic purpose targets, collaborative partnerships and the delivery of single outcome agreements (SOAs). Templates were devised by Scottish Government to assist in mapping our core purpose against the national outcomes, purpose targets, collaborative partnerships and local authority single outcome agreements most relevant to the SCS. These templates provided scope for adaptation to reflect the priorities and planning process of individual public bodies and we have taken the opportunity to adapt them to reflect the four core programme and three supporting strategies set out in our Corporate Plan.

In this plan, we have addressed the key ways in which our priorities support national outcomes, purpose targets and collaborative partnerships. However, as we do not have any specific links to the work of individual local authorities we are not in a position to comment on a potential role for the SCS in the delivery of individual SOAs. However we would consider supporting where possible any requests from local authorities or other bodies that would wish to work with us in the delivery of SOAs.

More detail on the Government's purpose target and national performance framework can be found at <http://www.scotland.gov.uk/About/scotPerforms>.

SCS Alignment to National Outcomes

We believe that the purpose targets that are most closely aligned to the SCS activities and programmes are, in summary;

We live our lives safe from crime, disorder and danger

We support this by providing the infrastructure to support the efficient operation of the courts in Scotland and working with partners to improve the justice system.

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

Services provided by the Office of the Public Guardian support individuals and families in making sensible, life-stage choices about the management of their personal affairs. Our support to, and expected implementation of, changes to civil justice, emanating from Lord Gill's review, will enhance citizen's abilities to manage disputes proportionately and locally.

We value and enjoy our built and natural environment and protect it and enhance it for future generations.

SCS owns and manages a number of listed buildings ensuring they are functioning court buildings. Amongst our property portfolio is the home of the Supreme Courts, Parliament House which as the venue of the last Scottish Parliament has immense historical and cultural significance in Scotland. It is currently subject to a major refurbishment programme to ensure it is fit for purpose as a modern functioning court building and administrative base for the Judiciary and Scottish Court Service.

We reduce the local and global environmental impact of our consumption and production

We have reduced our consumption of utilities by 1.6% between 2007 and 2008 and proactively promote sustainability in all of our operations. We have invested in renewable technologies including a large solar array on the roof of Glasgow Sheriff Court and will continue to seek opportunities to make investments and pursue policies that will reduce our long term impacts on the environment.

Our public services are high quality, continually improving, efficient and responsive to local people's needs

Through our commitment to Charter Mark and annual court user survey we make formal commitments to understanding what court users want from us and act to shape our services accordingly. We undertake a substantial number of community based activities each year to improve understanding of the work of the courts and the justice system such as school visits and court open days.

A more detailed explanation of how each outcome is supported by our corporate plan programmes is contained in the following tables.

National Outcome 9:*We live our lives safe from crime, disorder and danger*

Programme/Activity	Description	Link to National Outcome
Access to Justice – support the operation of the courts.	Providing the people, buildings and technology to support the operation of the Courts.	The SCS exists to provide the infrastructure to support the operation of the court system in Scotland; in effect, providing the forums in which crimes are prosecuted, verdicts determined, sentences passed and disposals by way of fines are managed.
Summary Justice Reform – Court Unification.	Unification of administration of District and Sheriff Courts to be complete by 2009.	One system of administration will lead to improvements in the training and support of lay Justiciary and provide one IT system enabling greater national consistency in the processing of cases and improved provision of management information.
Summary Justice Reform – Fines Enforcement.	Introduction of Fines Enforcement Officers in 2008.	Improved collection and management of fines leading to improved efficacy of the fine as a punishment and supporting the robustness of police and fiscal fine options as a credible alternative to custodial disposals.
Summary Justice Reform – Systems Model.	Working with partners to implement the SJR system model to improve the efficiency of management and swiftness of completion of summary cases.	Improvements in the efficiency of the summary justice system model have led to more cases being concluded between 26 weeks of caution and charge to verdict

		leading to swifter outcomes following the detection of crime and a more demonstrable link between the commission of a crime and the delivery of the appropriate sentence.
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National Outcome 11:

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Programme/Activity	Description	Link to National Outcome
Access to Justice – support the Office of the Public Guardian.	Providing the people, buildings and technology to support the operation of the Office of the Public Guardian.	The Office of The Public Guardian provides a number of services to support adults with incapacity who require assistance in managing their personal and financial affairs. OPG promotes its services widely so that consideration is given by intermediaries and legal advisers to use OPG services as part of lifestyle planning alongside will preparation. A number of presentations have been made to local authorities so that they understand the role and powers of the OPG.
Efficiency and Opportunity Programme – Civil Courts Review.	SCS has assisted the review team in modelling future scenarios and stands ready to support the Scottish Government in its analysis of Lord Gill's report and mapping and implementing the way forward for civil justice in Scotland.	On the basis of Lord Gill's review Scottish Government will seek to implement civil justice reforms which strengthen communities by improving access to justice, improve efficiency and promote new and more accessible ways to resolve disputes.

National Outcome 12:

We value and enjoy our built and natural environment and protect it and enhance it for future generations.

Programme/Activity	Description	Link to National Outcome
Parliament House Redevelopment.	SCS is managing a 3 phase £63m redevelopment of Parliament House.	Parliament House was the home of the Scottish Parliament until dissolution in 1707. It is a building of immense historical significance and provides accommodation for the Court of Session and Chambers for the Senators of Justice. In redeveloping Parliament House SCS considered a number of alternatives but given the prestige and historic significance of the building the decision was that it should remain as an integral part of the SCS estate as a functioning public building.
Estates Strategy.	The SCS owns and manages historic buildings throughout Scotland. Approximately 85% of the SCS estate is listed and in which we will invest £15.3m in 2009/10.	Court buildings are often a long standing and significant part of the local built environment in many communities across Scotland. Not only are we committed to ensuring that our historic buildings are fit for purpose for modern court activity but we also ensure access for a range of community activities that allow communities to learn about and enjoy the history and practical work of the court estate.

National Outcome 14:

We reduce the local and global environmental impact of our consumption and production

Programme/Activity	Description	Link to National Outcome
Efficiency and Opportunity – Utility management.	SCS has a number of projects to deliver its business sustainably based on the methodology of “reduce, reuse and recycle”. This has included the installation of one of Scotland’s largest solar arrays on the roof of Glasgow Sheriff Court which has led to a 25% reduction in electricity usage.	Like for like utility consumption across the SCS estate reduced by 1.6% comparing Q1-Q3 2007 with Q1-Q3 2008.

National Outcome 15:

Our public services are high quality, continually improving, efficient and responsive to local people’s needs

Programme/Activity	Description	Link to National Outcome
Estates Strategy – Asset utilisation.	Buildings managed by the SCS are also used by COPFS SCS is relocating its HQ functions from Hayweight House, a privately leased building, to Saughton House in late 2009 to utilise spare capacity in the Scottish Government estate. SCS is a key partner in the West Lothian civic centre project which brings together all key justice partners in West Lothian to	We are keen to leverage all of our building assets as efficiently as possible and proactively seek to defray costs by sharing with partners as in the case of the HQ function relocation, to utilise available Scottish Government vacant space.

	share a common building and IT infrastructure. We look forward to working with partners in West Lothian on improving understanding and process management.	
Efficiency and Opportunity – Cash Releasing Efficiency Savings.	For each year of our 2008-11 Corporate Plan we have committed to deliver efficiency savings in excess of the 2% target.	National Indicator on improving public sector efficiency.
Efficiency and Opportunity - Benchmarking Corporate Services.	SCS is actively engaged in the pan-Government benchmarking of corporate services.	We are actively seeking ways to improve the value of our support services functions and are using our participation to improve internal delivery as well as identify opportunities to share services.
Summary Justice Reform.	Working with the Police, COPFS and Scottish government we have implemented a range of reforms to improve and monitor summary justice including the speedier disposal of cases between caution and charge and verdict.	National indicator on increasing the percentage of criminal cases dealt with within 26 weeks.
Charter Mark.	29 operating units currently hold Charter Mark. We are reviewing our approach currently to consider whether to undertake a corporate review and how we move to the new standard “customer service excellence”. This is supported by an annual national court user survey.	National indicator on improving people’s perceptions of the quality of public services delivered.

SCS Alignment To Purpose Targets

There are seven purpose targets that promote sustainable economic growth in Scotland:

- Economic Growth (GDP)
- Productivity
- Participation
- Population
- Solidarity
- Cohesion
- Sustainability

The primary activities of the Scottish Court Service that make a direct contribution to the purpose targets are described below:

Access to Justice

By the end of 2009 we will operate from a national network of up to 80 sites providing accommodation for the High Court, Sheriff and JP Courts. This network provides access to parties to resolve disputes locally as well as providing a range of employment opportunities in remote rural locations. Access to SCS services is complemented by our websites explaining the work and role of the court service and the Office of the Public Guardian which also offers on-line access to its services. Our national network provides local opportunities for employment and dispute resolution as well as an equitable access to the court system which supports the targets of **Solidarity** and **Cohesion**

Developing skills

The SCS hosts a number of learning events for young people and communities including work experience placements for school students and legal students in higher education. This is in addition to more general open days introducing the work of the courts to larger groups of young people. This enhances the educational experience of those taking part boosting learning and skills and supporting the targets of **Economic Growth** and **Productivity**.

SCS is an active participant in the Scotland country group of the Sector Skills Council for justice, Skills for Justice. Not only is this of benefit to SCS employees, but we work collaboratively with justice partners in public bodies and the third sector to drive up the overall skills base of the sector in Scotland boosting skills and supporting the targets of **Economic Growth** and **Productivity**.

Civil Justice Reform

SCS has supported the review of the civil justice system in Scotland led by Lord Gill and we stand ready to work with Scottish Government to evaluate the impact of his recommendations and take forward any implementation work flowing from it. A supportive business environment encompasses a credible legal system that provides independent fora to speedily and proportionately arbitrate and provide redress in the event of disputes. This supports the target of **Economic Growth**.

Procurement

The SCS appointed a professionally qualified Head of Procurement in 2008 and are now seeking opportunities to streamline procurement practice and collaborate with partner agencies and Scottish Government. SCS now actively seeks to use Category A contracts negotiated by Scottish Government and is working on the letting of contracts collaboratively in areas such as the employment of interpreters. This activity will streamline our approach to dealing with business and supports the target of **Productivity**.

Reduction of emissions

SCS has a number of projects to deliver its business sustainably based on the methodology of “reduce, reuse and recycle”. This has included the installation of one of Scotland’s largest solar arrays on the roof of Glasgow Sheriff Court which has led to a 25% reduction in electricity consumption from the national grid. Like for like utility consumption across the SCS estate reduced by 1.6% comparing Q1-Q3 2007 with Q1-Q3 2008. Our work in this area supports the target of **Sustainability**.

Our Collaborative Partnerships and Their Link to National Outcomes and Purpose Targets.

The following table our key collaborative work and existing partnerships that contribute to National Outcomes and Purpose Targets.

Existing Partnerships	Purpose Targets	National Outcomes	Aim / Purpose of the Partnership
Local and National Criminal Justice Boards.		We live our lives safe from crime, disorder and danger Our public services are high quality, continually improving, efficient and responsive to local people's needs	<p>SCS participates at a National and local level. The Boards comprise representation from all criminal justice partners. Local Boards are chaired by the Sheriff Principal. SCS also provides data to a collaborative Scottish Government-led effort to produce a monthly Management Information scorecard</p> <p>The National Board makes recommendations on the overall aims, objectives and targets for the system and monitors the performance of the system as a whole. Scotland's 11 Local Boards provide for efficient joint working and oversight of the performance of the system at the local level.</p> <p>The Boards operate to a set of four system goals.</p> <ul style="list-style-type: none"> • The public have confidence that the criminal justice system is accessible, effective and serves all communities fairly • Victims and witnesses receive a consistent, high standard of service from all criminal justice agencies

			<ul style="list-style-type: none"> • Continuous improvement is delivered by using more efficient and effective processes • To contribute to the reduction of re-offending by efficient case handling and robust enforcement of appropriate disposals <p>The goals set the broad framework within which Boards can set their local priorities.</p>
West Lothian Civic Centre		We live our lives safe from crime, disorder and danger Our public services are high quality, continually improving, efficient and responsive to local people's needs	West Lothian Council have developed a new one site local authority campus which will be housing all relevant justice and social services under one roof. This shared approach will reduce overall costs as well as enhance working relationships between partner agencies. The civic centre is due to open in 2009.

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