

## NO DOOR KNOCKING!

**Earlier this summer, the Fines Project Team held three Fines Focus Groups with SCS staff in Glasgow, Aberdeen and Edinburgh.**

Purpose of the gatherings was to generate awareness among operational and administrative staff of changes to fines collection and enforcement, due to begin in Scotland on 10 March 2008.

Group representatives, nominated by Sheriff Clerks, noted their thoughts and concerns about the changes to the fines system and discussed the roles of Fines Enforcement Managers and Fines Enforcement Officers (FEOs).

They also talked about what is meant by an enforcement culture and looked at support materials that may be needed

to ensure a smooth transition from the current system to the new one.

The groups were also an opportunity for Fines Project staff to reassure colleagues that, contrary to popular belief, FEOs will not be tasked with knocking on fine payers' doors!

Instead, they will be office-based and dialogue with fine payers will be in court buildings or conducted by telephone.

These initial groups were very well attended and provided the Fines Project Team with ideas for future communications to staff.



Focus Group meet at Glasgow venue to share ideas.

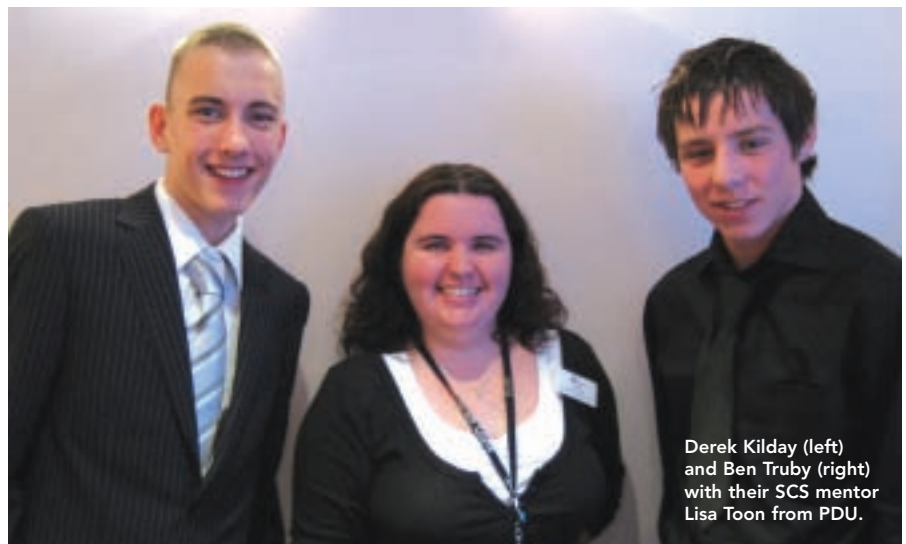
## PROGRESS UNDERWAY

**AN UPDATE FROM CLIFF BINNING, DEPUTY DIRECTOR OF FIELD SERVICES.**

“ Projects for unifying in the Sheriffdoms of Glasgow, North Strathclyde and South Strathclyde, Dumfries and Galloway are being set up. We have appointed a project lead – David Lynn, who is based here in Glasgow. David is recruiting a small team to support him.

Work has been done on setting up links with all of the key players in the administration of justice and setting up multi-agency working groups to make sure the plans for the unified administration are thorough and well informed.

We are planning to complete the whole process by the financial year 2009/10 but lots of detailed analysis needs to be done to get the best model for providing the staff, buildings and services needed to support the speedy, efficient and effective operations of the courts. ”



Derek Kilday (left) and Ben Truby (right) with their SCS mentor Lisa Toon from PDU.

**High school pupils Derek Kilday and Ben Truby recently enjoyed a week's work placement with the SCS in Edinburgh.**

Delighted at the opportunity to experience the workplace, Derek and Ben spoke afterwards of their excitement at joining the Summary Justice Reform team and experiencing life in the High Court where they witnessed a day in the life of a court clerk and macers, advocates and a judge, The Hon Lord Bracadale.

During their week in SCS, Derek and Ben visited the Scottish Parliament and observed debates. Back in the SJR office, they also spent time reviewing the SCS internet site and gave a presentation of their findings and recommendations to the SJR team at the end of their stay.

Derek's father is Derek Kilday, the Fines Project Manager and Ben's mother is Catherine Truby, a clerk of court in the High Court.

# Next Steps

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## NEW FINES ENFORCEMENT MANAGER APPOINTEES

Pictured from l-r: **Craig Donald** (Tayside Central and Fife) - currently based in Cupar Sheriff Court; **Peter Farry** (Lothian and Borders) based in Edinburgh Sheriff Court; **Fiona Brown**, (South Strathclyde, Dumfries and Galloway) based in Airdrie Sheriff Court; **David Dunsmuir** (Glasgow and Strathkelvin) based in Glasgow Sheriff Court and **Helen Aston** (North Strathclyde) based in Paisley Sheriff Court. **Mike McBey** (Grampian, Highland and Islands), to be based in Aberdeen Sheriff Court was unable to make our photocall.



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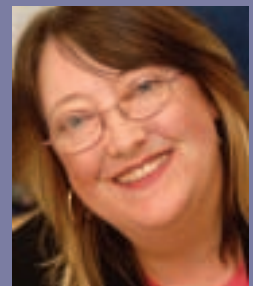
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# Next Steps



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KEEPING YOU IN TOUCH WITH THE UNIFICATION PROGRAMME

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Kay Polson and David Kemp.

## DELIGHTED TO BE ON BOARD

**Two 'firsts' have been announced by SCS with the appointment of Kay Polson and David Kemp as Sheriffdom Legal Advisers (SLAs).**



David joins the Lothian & Borders team from the City of Edinburgh Council, while Kay who was formerly with Aberdeenshire Council, takes on her new role with Grampian, Highland and Islands (GH&I). Both former legal assessors are experienced in every aspect of District Court work.

David was a Depute Clerk at Edinburgh District Court for 17 years. He was involved in JP training at local, regional and national levels and served on the Executive of the District Courts Association (DCA), for the past five years as its Treasurer.

Kay has been much involved with District Court work for the last 11 years, acting as clerk/legal assessor in Inverurie District Court. She gave support and guidance to Aberdeenshire's Justices committees and sub-

committees and designed and delivered training for the justices in Aberdeenshire courts at Inverurie, Banff, Peterhead and Stonehaven.

She has also been actively involved in District Court matters nationally. For the last four years Kay acted as Secretary to the District Courts Association's (DCA) Training Committee and was responsible for organising annual training conferences for justices as well as promoting and developing competence based training and appraisal for them.

Since his appointment David has worked closely with David Shand, Sheriffdom Business Manager at Edinburgh Sheriff Court to ensure that SCS has an infrastructure in place at the date of unification to support the new JP Courts in the Sheriffdom.

David Kemp comments: "I relish the challenges ahead which can only be achieved by working closely with all our criminal justice partners - particularly our colleagues in the District Courts.

"Having recently come to SCS after a long period with the Council, I understand the apprehensions of moving to a new structure, a new employer and a new culture. I must say that I have been made to feel very welcome and am impressed with SCS as an organisation and as an employer. They have a lot to offer staff in terms of training and career opportunities."

Since joining SCS, Kay has worked with David Fraser, Sheriffdom Business Manager and the team in GH&I, to implement the changes towards summary justice reform.

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## BILL SUPPORTS TEAM

**Bill Savage has stepped into the shoes of recently retired Billy McCulloch to head the delivery programme of Court Unification and Fines.**

Bill comes to the challenging role with considerable experience of project and programme management in the private and public sectors.

Over the years he has worked as an independent as well as in management consultancy posts on both cross functional and strategic programmes.

Now as Project Director of the Court Unification and Fines programme he is responsible for leading and managing the Edinburgh-based team.

"Billy McCulloch is a hard act to follow, but I will continue to apply commitment and direction to the job in hand and ensure the team have the strategic support they need," states Bill.

The new man is an economics graduate of Dundee University and was later awarded an

MBA by the University of Edinburgh.

Much of his extensive experience has been with major players in the financial sector including The Royal Bank of Scotland, Scottish Widows and Lloyds TSB.

"It's an exciting prospect for me to bring my largely private sector background into a public services environment and lead a committed, experienced team.

"Part of the support I can lend to the complex project is to use previous experience and existing skills to identify and disassemble any obstacles likely to hinder progress."

Bill has recently completed a book on programme office management, enjoys ceilidh dancing and has an active keep fit regime.

## NECESSARY CHANGE TO TEST IT SYSTEMS

**In a prudent move linked to IT systems testing across all criminal justice partners, court unification in Lothian and Borders has moved to 10 March 2008.**

The news was announced following a meeting of the Summary Justice Reform Programme Board to take stock of overall progress towards implementation.

While the Board noted good progress on individual elements of the reforms, they also acknowledged concern that the available 'window' for end-to-end IT systems testing across criminal justice partners was becoming too short and therefore the risk too high.

In response, a staged approach was agreed to move forward by 12 weeks the implementation date of reform project elements that are highly IT dependant.

The move allows sufficient time for full end-to-end testing and ensures staff can fully complete their

training and become familiar with new processes and procedures.

Reforms still to go ahead in December as planned are:

- Establishing new JP recruitment, training and appraisal committees
- Increased sentencing powers
- Reforms to bail and remand, and other procedural changes.

This leaves a March next year timetable showing;

- Court unification in Lothian and Borders
- Transfer of collection and enforcement of Fiscal Fines and Fiscal Compensation Orders across to Scotland to SCS
- Implementation of SCS Fines Enforcement Officers

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Kay adds: "I am delighted to say that I share a very similar experience to that of David Kemp. Travelling throughout the Sheriffdom and attending national meetings has given me the opportunity to start getting to know SCS staff and those at District Courts as well as justices and representatives from partner agencies.

"Everyone has been friendly, co-operative and willing to share their knowledge, skills and experience to ensure this complex process of change is as smooth as possible.

"The enthusiasm and commitment demonstrated by all those involved has been extremely heartening. I'm very optimistic that through working together

and building on the good work which has been ongoing in both the Sheriff and District Courts, we will achieve the best solutions in setting up the new system."

Kay and David will manage the new JP Courts to be established in their respective Sheriffdoms. They are currently involved in recruiting suitably

qualified Legal Advisers for these courts.

They have also been working with their respective Sheriffs Principal to establish the new Sheriffdom Justices Committees for appointment, training and appraisal of JPs. These committees will be in place nationally by December 2007.

# Sign of the times

## Graham Coe, Chair of the East Lothian Justices' Committee, writes confidently about what the future holds...

“ The prospect of change is always viewed with some apprehension. We tend to be comfortable with the familiar and not to relish any alteration to our regular routine. Many bench-serving justices will presently be experiencing some anxiety at the wide-ranging changes they are about to encounter.

All justices of the peace were appointed for life, continuing to hold the title even after they had reached the age of seventy and their names had been added to the supplemental roll of their local commission area. Many regarded their appointment as an honour and viewed the title with pride.

Later this year all such appointments come to an end; by then JPs who currently serve in their local district court will have been offered a new contract which will last until they reach the age of seventy and places on them certain obligations regarding training, appraisal and number of sittings.

They will be appointed to one of the sixth sheriffdoms into which the country is organised; in theory this means I could be asked to sit in one of the new Justice of the Peace courts from Livingston to Jedburgh, but the strong likelihood is that I shall continue to sit in Haddington only.

Lothian and Borders (L&B) is the first sheriffdom in which the District courts will pass from the control of the local councils to Scottish Court Service. In some respects this will not bring major changes for me: the court will continue in the same building and a number of the present District court administrative staff will move down the corridor to the office of the Sheriff Clerk.

But in others we need to take aboard more fundamental changes; we are to lose our clerks of court, the people who have had responsibility for our training as justices, for advising us on matters of law and generally reassuring us and keeping us right. They have been crucial figures, and it will be a major challenge for us to manage without them.

Added to the normal worry about change is fear of the unknown. As the unknown becomes known, I suspect much of that fear will vanish. The appointment of an existing clerk of court as Sheriffdom Legal Adviser (SLA) both in L&B and GH&I will have done much to reassure justices who knew them and had confidence in them.

Once the new legal advisers (LAs) have been appointed, we shall have a clearer idea of the individuals who will clerk our courts and lead our



“ **Once the new legal advisers (LAs) have been appointed, we shall have a clearer idea of the individuals who will clerk our courts and lead our local training.** ”

local training, but they will be part of a larger organisation than the one we are familiar with, not based permanently in one court only but serving the wider needs of the sheriffdom

By Christmas, nearly five hundred justices from across the country will have attended a residential course of refresher training at one of eight venues. For the first time they will receive training based on a competence-based framework approved nationally. Most justices will embrace this training enthusiastically, seeing it as preparing them for the challenges of the

broadened range of cases they may be asked to deal with.

In the next few months they will see the composition of the new sheriffdom committees which will have responsibility for training and for appraisal. I detect a growing realisation by justices that, having struggled so long and so hard for the retention of lay justice in Scotland, they now have a responsibility to ensure that the highest standards which have been achieved, albeit inconsistently, across the country are now met in every JP court. I am confident that they will succeed. ”

# PARTNERS IN JUSTICE

## Paul Lowe of the Crown Office and Procurator Fiscal Services (COPFS) writes on Summary Justice Reform...

“ Summary Justice Reform (SJR) is an ambitious programme of work intended to reshape how our summary justice system will operate in future. The changes are far reaching, impacting on the work of the police, prosecutors, the defence, courts and a range of other organisations.

Delivering a unified court system and a modern fines enforcement service are integral to achieving many of the aims of SJR. As the sole public prosecution authority in Scotland, the Crown Office and Procurator Fiscal Service (COPFS) works in close partnership with Scottish Court Service to deliver the SJR vision.

Our shared vision for SJR is about creating a coordinated, rapid and efficient system for managing every summary case from when it is first detected by the police to its conclusion, whether that is a formal warning by the police at the time or in court.

For COPFS, in common with SCS and others, SJR represents a major challenge but also offers considerable opportunities. These nevertheless require significant changes to our business processes, IT systems and most importantly to our culture.

It is perhaps not surprising therefore that one of the vital components to achieving these aspirations will be through court unification. By changing how our courts are organised and managed in the future, examining the availability and location of courts, court facilities and programming we will achieve greater efficiency and coordination.

It is through this work that we ultimately deliver a more joined up, locally based, justice system to the communities we serve.

In addition to court system changes, another significant reform will allow prosecutors and police to deal with many more cases without them appearing in court. Direct Measures, will include the ability to issue more substantial fiscal fines and to award compensation to victims. These changes are an exciting prospect and have allowed us to work even more closely with SCS in their new role to enforce and collect these financial penalties.

The successful operation of the new Direct Measures regime and its credibility with accused will depend on its ‘teeth’ - how quickly and effectively we enforce and



collect these new penalties. It is a task of great responsibility but builds on the strong track record of the SCS and the District Courts in this area.

These are exciting and challenging times, requiring us all to look at how we work together in new ways. By building on the considerable

shared skills of District and SCS staff; allied to closer working with COPFS and other partners, we can be confident in our ability to deliver a modern summary justice system in which we can be proud. ”

Paul is SJR Implementation Manager for COPFS

## Smooth change over

**Plans to ensure transitional arrangements will be in place for the smooth change-over of District Courts to JP Courts, have been finalised for Lothian and Borders. A similar document will soon be complete for Grampian Highland and Islands. These key arrangements involving a wide spectrum of stakeholders, were led by Richard Warner and are now the responsibility of David Murray**

Richard who was workstream leader for business continuity and transitional arrangements, recalls the large number of organisations brought together for the very first two-day workshop focused on the arrangements: “Over thirty people attended from L&B, representing more than a dozen separate stakeholder groups.

“And from that crucial initial gathering an L&B Business continuity action plan was drawn up and later agreed. This plan highlighted the actions required in advance of the transition on March 10 and the steps needed to achieve them.

“It also put dates on completion of the various stages and has attributed ownership to each action.... all in all a complex programme drawing on the skills and resources of the stakeholders, and our courts as well as IT, Finance and Personnel departments.”

To the north in GH&I the whole exercise will be replicated. Work underway on their action plan which once complete will be issued for comment to all stakeholders before sign off, expected soon.