



Scottish Courts
and Tribunals Service



Business Plan

2019-20

Contents

	Page
Foreword	3
Who we are	4
Setting the Scene	5-11
• Operating Environment	5
• Policy & Legislative Environment	6-8
• Financial Environment	9-10
• Business Volumes	11
Business Outcomes for 2019-20	12-20
• A Well Supported Judiciary	14
• Satisfied Courts & Tribunals Users	15
• Skilled & Motivated People	16
• A Well-Managed Estate	17
• Efficiency & Best Value	18
• Digital Innovation	19
• Purposeful Collaboration with Justice Bodies	20
Annexes	
• Annex A – The Scottish Government’s Strategy for Justice – Vision & Priorities	21
• Annex B – Summary Financial Plan	22-23
• Annex C – Key Business Volumes and Planning Assumptions	24-27
• Annex D – Key Strategic Risk Categories	28
• Annex E – Our Strategic Priorities & Objectives – 2017–20	29-32
• Annex F – Summary of Key Performance Indicators (KPIs)	33-34
• Annex G – Scottish Courts & Tribunals Service Locations	35



Foreword

Eric McQueen
Chief Executive

Scottish Courts and Tribunals Service

I am proud to introduce this business plan which sets out the key activities and the environment in which the Scottish Courts and Tribunals Service will operate in 2019-20. Scotland's courts, tribunals and the Office of the Public Guardian play a crucial role in supporting a safe, just and resilient society. Our focus this year will be to maintain and improve the effective, customer focused service that they provide.

To achieve this we will build on the successes of the past year – which has seen our core business delivered within optimal timescales, successful new developments such as the opening of the integrated tribunals centre in Glasgow, improved transparency through the publication of detailed performance data and ongoing investment in the areas that underpin our success – our buildings, systems and people.

Our purpose is straightforward and clear – supporting justice. We achieve it by bringing together committed and professional people with high quality facilities and systems to deliver a crucial public service. The challenge of delivering that service is significant – as expectations grow and resources remain constrained. This plan sets out how we will meet that challenge in 2019-20, the final year of our [Corporate Plan 2017-20](#). We have committed to an ambitious agenda and continue to align our work under the seven strategic priorities set in the Corporate Plan:

- A well supported judiciary
- Satisfied courts and tribunals users
- Skilled and motivated people
- A well-managed estate
- Efficiency and best value
- Digital innovation
- Purposeful collaboration with justice bodies.

By working to achieve these priorities we deliver a high-quality and improving service – evidenced through our best ever [Customer Service Excellence](#) assessment from the point of view of those using our services, and through the strong results achieved in our annual People Survey from the point of view of those providing the service.

Our justice system works well when the agencies it comprises of work together. Through the work of the Justice Board for Scotland we will continue to share our ideas, plans and knowledge, building a stronger system together. This year will see the realisation of some significant improvements to the way in which we support justice, including:

- Changes in the law that will ensure child witnesses no longer have to give evidence in court in the most serious criminal cases, backed up by improved facilities to capture their evidence;
- The completion and opening of the new Justice Centre in Inverness – a state of the art facility that will support collaboration, innovation and partnership in the delivery of justice; and
- Further development of our digital capability – including the introduction of online case submission for civil simple procedure cases.

We can only achieve what we do through the efforts of our highly skilled and engaged people. The depth of their commitment and breadth of their knowledge enables us to maintain and improve the service we provide. To maintain that performance we will continue investing in them, giving them the opportunity to develop their skills and to build careers in an open, positive and collaborative environment. We will continue to focus on recruitment, training and reward – ensuring that the SCTS remains a great place to work, learn and develop.

Scottish Courts and Tribunals Service

Who we are

The Scottish Courts and Tribunals Service (SCTS) is a non-ministerial department established by the Judiciary and Courts (Scotland) Act 2008. Its statutory function is providing administrative support to the Scottish courts, devolved tribunals and the Office of the Public Guardian. The SCTS has a presence in communities across Scotland, with court and tribunal business conducted daily across the country. We operate from some 51 distinct locations across Scotland, together with an additional 15 remote video witness sites and administrative centres. In addition to these sites, tribunals make use of some 70 further venues across Scotland for hearings.

In addition to administering Scotland's courts and tribunals the SCTS supports the Office of the Public Guardian (OPG) and Accountant of Court. The OPG provides guidance and undertakes investigations to protect vulnerable people under the terms of the Adults with Incapacity Act 2000. The Public Guardian is also the Accountant of Court. The SCTS also provides the staff and administrative support to:

- the Scottish Civil Justice Council, which drafts rules of procedure for the civil courts, and advises the Lord President on the development of the civil justice system;
- the Scottish Sentencing Council, which is responsible for preparing sentencing guidelines, publishing guideline judgments and information about sentences imposed by the courts in Scotland.

The purpose of the SCTS is **supporting justice**. We fulfil that purpose by providing the people, buildings and services needed to support the judiciary, courts, devolved tribunals and the OPG. This Business Plan covers the 2019-20 financial year. It aligns with our [Corporate Plan 2017-20](#) which sets out our strategic vision and priorities over the 3-year period from 2017-18 to 2019-20. For each year of a Corporate Plan, the SCTS prepares a Business Plan. This plan explains the environment within which the SCTS will be operating in 2019-20, and sets out the outcomes we aim to deliver. We report on performance against our key operational performance indicators, in our [Board Scorecard](#). We also prepare and publish an [Annual Report and Accounts](#), a [Business Plan Delivery Report](#) each year, and publish [quarterly Official Statistics on criminal case activity](#) in Scotland's courts.

Our **vision** is to **build a stronger Courts and Tribunals Service** – focused on providing access to justice, maximising the benefits of technology, and improving the service we provide to all users. Underpinning the outcomes set out in this plan each business unit within the SCTS produces its own annual plan, setting out more detailed priorities and activities. All the work we do is underpinned by our core **values of respect, service and excellence**:



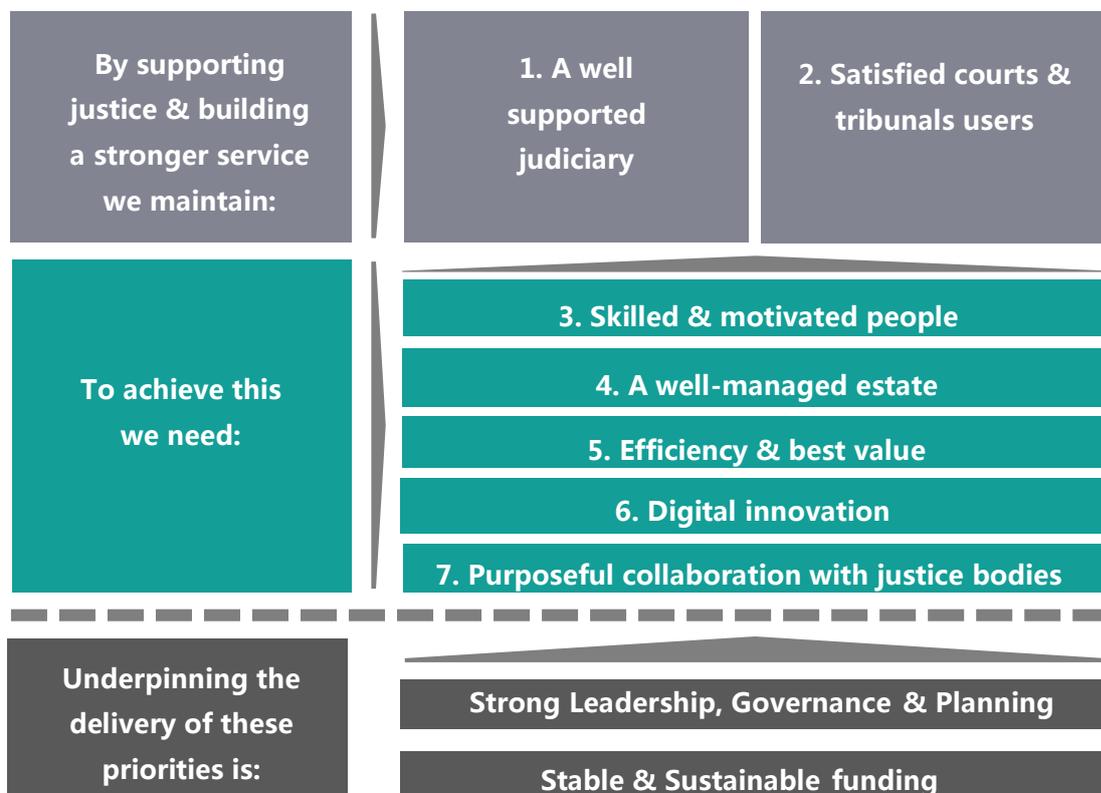
Our Operating Environment

Scotland’s courts and tribunals continue to operate in a landscape of significant change and development, the aim of which is to support the effective administration of justice, increase efficiency and improve our services. Over the course of 2018-19 a number of significant changes were delivered, including:

- The opening of the integrated tribunals centre in Glasgow – bringing together the administration of a range of devolved and reserved tribunals into a high-quality, purpose-built facility;
- Development of new facilities for the recording of evidence and the submission of evidence by video link – reducing further the need for children and vulnerable witnesses to give evidence in court;
- The establishment of the Social Security Chamber of the First Tier Tribunal for Scotland plus extensive preparations for the transfer of the Mental Health Chamber;
- Quarterly publication of detailed court data – improving transparency and placing more information on our business and performance in the public domain;
- Ongoing investment in our digital infrastructure – including the introduction of a unified communications system and the publication of our 5-year [Digital Strategy](#);
- The successful administration of around 170,000 registered court cases, over 9,000 devolved tribunal cases and 58,000 Power of Attorney Registrations in 2018-19, alongside these significant reforms.

Over the final year of our Corporate Plan 2017-20 we will continue pursuing the objectives we set out, directed by our strategic priorities. Our [strategy map](#) illustrates how our purpose and vision translate into seven strategic priorities – the key areas on which we will focus.

SCTS Strategy Map



In order to deliver successfully on these priorities the way in which we approach our business is critical. While independent we work in collaboration with the Scottish Government, the Justice Board for Scotland, local criminal justice boards and a broad range of justice partners. The [Justice in Scotland – Vision and Priorities](#) paper provides a common focus for all agencies involved in the delivery of criminal and civil justice. Our work supports the delivery of its outcomes and goals (a summary of which can be found at Annex A).

Our Policy and Legislative Environment

The justice system continually develops in response to wider changes in Scottish society. Our courts and tribunals are often the places where the rights and obligations set out in the law are asserted and upheld. Policy developments and new legislation influence our operating environment.

By working in partnership with agencies across the justice system we are able to plan for new policies and legislation. We have set our own change agenda through our Corporate Plan and key corporate strategies covering the areas of people, estates and digital development. Some of the key policy and legislative developments that will have a bearing on our work in 2019-20 are outlined below.

Criminal Justice Reform

Proposals developed by the SCTS-led [Evidence and Procedure Review](#) and subsequent working groups are now beginning to deliver real changes to Scotland's criminal justice system. The programme we have in place for the coming year continues to explore how the criminal court process can be improved for the most vulnerable people who come into contact with it and how the summary criminal justice system as a whole can be reformed, as we look to continually improve efficiency and make best use of technology.

Ensuring that vulnerable victims and witnesses can give the best quality of evidence, while being protected from further trauma, remains a high priority across the justice system. High Court Practice Note 1 of 2017 came into effect in May 2017 and set out extensive guidelines for the process of taking Evidence by Commissioner – it is delivering growth in the pre-recording of evidence and an ongoing evaluation process is in place. The [Vulnerable Witnesses \(Criminal Evidence\) \(Scotland\) Bill](#) should accelerate that growth as it will introduce a presumption in favour of pre-recording the evidence of certain categories of witness. We will continue to provide support for that Bill as it makes its way through Parliament during 2019.

Providing the Bill is approved we anticipate an increase in the use of pre-recorded evidence from 2019 onwards - leading to reductions in the number of child witnesses needing to attend court. To meet the anticipated growth we will open a new, state of the art [Evidence Suite](#) in central Glasgow – and plan to learn from its development with a view to extending the concept to other key locations across Scotland.

Our reports on '[A New Model for Summary Criminal Court Procedure](#)' were published in 2017. Throughout 2018 our focus has been on expanding the thinking around case management in conjunction with the judiciary and the Crown Office and Procurator Fiscal Service. Over the coming period we anticipate that the Lord President will publish a [Case Management Practice Note](#), which will then be the subject of extensive [pilots](#) running across three sheriff court locations (as a precursor to any national rollout).

The [Domestic Abuse \(Scotland\) Act 2018](#) will be implemented in 2019. This creates a new offence of domestic abuse which includes psychological abuse and a statutory aggravation for cases where the offence involves a child. Changes to the process involved in handling domestic abuse cases include:

- the requirement for the court to consider whether or not a criminal non-harassment order should be imposed following conviction for a domestic abuse offence;
- changes to statutory bail conditions that will be imposed on those charged with domestic abuse; and
- a new provision allowing expert evidence to be led concerning the behaviour which alleged victims of domestic abuse can display, so as to counter possible adverse inferences relating to their credibility or reliability.

SCTS supports delivery of the outcomes and priorities in the Scottish Government's Justice Strategy, by providing the forum in which offenders can be brought to justice and citizens can assert their rights, with victims and witnesses supported throughout the process.

We work in partnership with justice agencies to continually improve the system – implementing reforms and making best use of technology. Click [here](#) for a summary of the Scottish Government's justice strategy (annex A)

The new offence may lead to an increase in the number of cases reaching court and the new provisions are likely to increase the length of some cases, as additional requirements are considered and evidence led. To support the success of the legislation we will continue to ensure that courts are ready to manage these cases effectively – maintaining an 8-10 week average waiting period between the case first calling and the trial diet in cases involving allegations of domestic abuse wherever possible. Maintaining this period may become more challenging as resources become increasingly constrained. Case levels and waiting periods will be kept under review.

Following implementation of the provisions of the Domestic Abuse (Scotland) Act 2018 the Scottish Government have announced that the **presumption against short prison sentences will increase from 3 to 12 months**. Whilst final decisions on sentencing in each case will remain a matter for the judiciary we anticipate that, once enacted, this change will lead to an increase in the time it takes for the court to process relevant cases. The imposition of a community penalty can involve the ordering of additional reports, an explanation of the order itself, adjournments for consideration and further court hearings for reviews, variations, revocations and discharges.

The Management of Offenders (Scotland) Bill was introduced in 2018 and is likely to be implemented during 2019-2020. It makes a number of changes to the electronic monitoring of offenders regime including the extension of the use of electronic monitoring as part of other court orders; and enables new forms of electronic monitoring to be introduced in the future, e.g. GPS technology and alcohol/drug monitoring. It also amends the Rehabilitation of Offenders Act 1974, making changes to provisions for the disclosure of convictions. Whilst the provisions of the Bill may not lead to an increase in criminal cases, there is likely to be an increase in the number of orders made and consequent increase in the time taken to process relevant cases. This is as a result of the heightened profile of electronic monitoring as well as the effects of the extension of the presumption against short term sentences.

We expect **that section 56 of the Crime and Courts Act 2013** will be implemented in Scotland in late 2019. This introduces an offence of driving or being in charge of a motor vehicle with a drug concentration above a prescribed level. In addition, we understand that new testing equipment will be available which will be the equivalent of roadside breathalysers. As a result, there is likely to be an increase in court proceedings for drug driving offences.

Civil Justice

Following the review of simple procedure carried out during 2018, amendments to the rules are anticipated in the coming year. This is ahead of the development of simple procedure “special claims” rules, which will replace some of the remaining special chapters of summary cause procedure, including claims such as personal injury actions, claims for financial provision and maintenance on divorce, or actions for recovering heritable property.

This year will see the introduction of **“Civil Online”** – the next phase in our integrated case management system (ICMS), building on the current ability of members of the public and solicitors to track cases online. Civil Online will allow solicitors and members of the public to complete an online claim form, defend their cases, pay court fees and lodge documents into what will form the digital case file. Civil Online will be introduced on a phased basis, initially for simple procedure cases, with broader functionality and the extension to special claims cases following as new rules come into force. Work will also be carried out to extend ICMS to cases within the Court of Session, again on a phased basis. We will work with the Scottish Civil Justice Council over the course of the coming year to ensure that future court rules for other case types will support the transaction of business through Civil Online.

We will also be implementing the remaining provisions of the **Civil Litigation (Expenses and Group Proceedings) (Scotland) Act 2018**. This is intended to increase access to justice, by reducing uncertainty as to the level of legal expenses that pursuers may be liable for through various means. This could potentially increase levels of civil litigation – particularly in the National Personal Injury Court and the Court of Session. The timing for introduction of these provisions is yet to be set – we will keep both case levels and court capacity under review as these changes are introduced.

A number of changes in court rules relating to **family law cases** are also currently under consideration by the family law sub-committee of the Scottish Civil Justice Council (SCJC). These include the potential extension of Simplified

Divorce applications (currently open only to couples without children) to families with children under 16 and proposals to further develop the use of active judicial case management in family actions to ensure these are resolved effectively and that the views of children are fully ascertained as part of any action. We will continue to work with the SCJC over the coming year to ensure that these and any other rule changes can be implemented effectively.

We also anticipate that a **Family Law Bill** will be introduced into the Scottish Parliament during 2019. This follows on from the Scottish Government's consultation on the review of Part 1 of the Children (Scotland) Act 1995. We will work with the Scottish Government as the Bill progresses to ensure that proposals can be implemented effectively.

The **Tribunals (Scotland) Act 2014** created a new, coherent structure for the leadership and administration of Scotland's devolved tribunals. Supported by the SCTS and under the leadership of the Lord President and the President of Scottish Tribunals, the devolved tribunals have been transferring into this new structure on a phased basis.

The Housing and Property Chamber, Scottish Tax Chamber, Social Security Chamber, Health and Education Chamber and General Regulatory Chamber have now been established within the First-tier Tribunal for Scotland, with onward appeals considered by the Upper Tribunal. The Mental Health Tribunal for Scotland will transfer into the Mental Health Chamber of the First-tier Tribunal in 2019-20. Cases relating to police appeals and to parking and bus lane appeals will move under the responsibility of the General Regulatory Chamber in the course of 2019-20.

The UK's Exit from the European Union

At the time of writing the precise nature and impact of Brexit remains uncertain. SCTS has been preparing for some time for the range of impacts that Brexit may create, to ensure that the courts and tribunals will continue to operate effectively throughout 2019-20. Working groups were established to assess both the potential operational impact of Brexit on Scotland's courts and tribunals and to consider the potential short and longer-term impacts on the content and operation of court rules.

Arrangements are in place to ensure that the operational impact can be managed regardless of the eventual outcome of Brexit negotiations – whether these lead to a transitional period or immediate exit from EU membership. In collaboration with our partners we have focussed on the areas of workforce, operations delivery, procurement and finance – including engagement with our staff to understand nationality and provide information on the developing "Settled Status Scheme". Regular engagement with suppliers and contractors is ongoing to ensure that they are prepared in terms of workforce continuity, supply chains and funding flows. Risks associated with key contracts are being monitored. These issues are currently assessed as manageable within our current plans and resources. The position will be kept under continual review until such time as final arrangements are in place.

A detailed scoping exercise of court rules – to assess the level of amendment that may be required as a consequence of Brexit – was completed in April 2018. This identified a number of areas where amendment will be required as a direct consequence of Brexit – and the need for potential future amendment arising as a result of policy or legislative changes at the Scottish or UK level. The effect of the EU Withdrawal legislation on directly applicable EU law means that current rules will remain in place for cases raised before exit day until they complete their progress through the system.

A close watching brief of developments at EU, UK and Scottish level is being maintained, with preparations being made for all eventualities, including the "no-deal" scenario. Civil court rules require consideration by the Scottish Civil Justice Council (SCJC). Criminal court rules are made by the Criminal Courts Rules Council. Both councils are appraised of the current position and would be able to react quickly to a request for changes or new rules should that prove necessary.

Our Financial Environment

The Scottish Government’s budget for the SCTS has been set at £116.6m for 2019-20 (inclusive of £21.3m of depreciation charges). In a challenging financial environment it is essential that we aim to deliver high quality services whilst promoting reform to ensure that Scotland’s courts and tribunals continue to meet the expectations of the public within the resources available.

Further detail on the 2019-20 financial plan is provided at [Annex B](#) (p22-23)

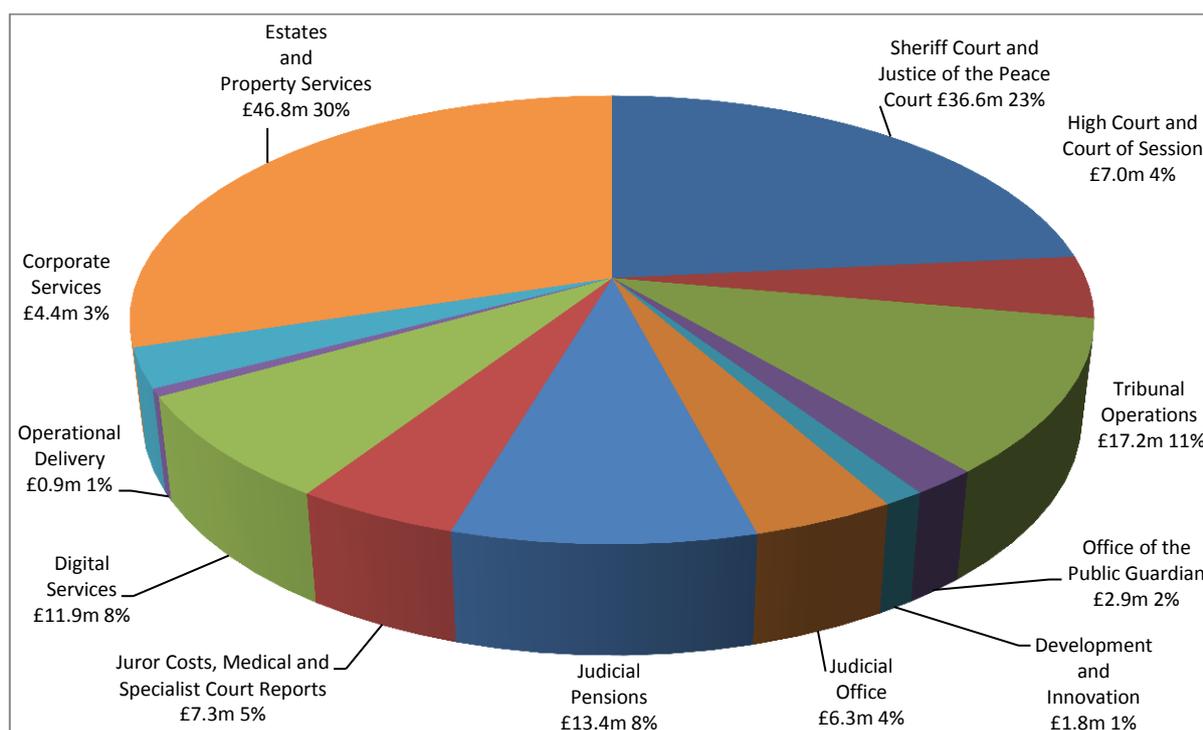
In recognition of the fact that significant ongoing reforms are underway, particularly in relation to the expansion of tribunal business to the SCTS, a number of in-year funding transfers will be agreed with the Scottish Government over the course of 2019-20. We estimate these will supplement the baseline budget by a projected £16.7m (as detailed at Annex B) giving a total budget (inclusive of depreciation) for 2019-20 of £133.3m. This budget meets the majority of the annual running costs with the balance (£44.5m) being met from other sources of income (detailed on page 10).

Where do we invest our resources?

Diagram 1 below shows where the SCTS allocates its **resource by business area**. Some 86% of the total budget is invested directly in supporting front line operations, including the cost of maintaining a diverse and historical estate which accounts for 30% of funding. SCTS continues to invest in digitising the service with some 7% of available funds targeted on strengthening ICT provision & case management systems to improve front line services.

The financial plan detailed at [Annex B](#) (pages 22-23) illustrates that total revenue expenditure for 2019-20 is budgeted at £138.2m. We no longer have any budget allocated towards a revenue reserve which restricts our flexibility in dealing with any future emerging needs. Our major cost areas are staff, accommodation and estates management which account for over 69% of expenditure. Capital funding for 2019-20 is set at £18.3m which includes £8.2m provided specifically to progress development of the Inverness Justice Centre and a further £2.7m provided to improve court facilities in Kirkcaldy.

Diagram 1 – SCTS Revenue & Capital Expenditure – 2019-20 by business area – total £156.5m



As in previous years, we will strengthen our ICT infrastructure, most notably through the further rollout of a new unified communications platform for the organisation, continued investment in court room technology, and ongoing investment in our cyber security and resilience. We will continue to invest in digital innovation, including further development of the Integrated Case Management System in particular the further development of Civil Online to create, for the first time, digital case files.

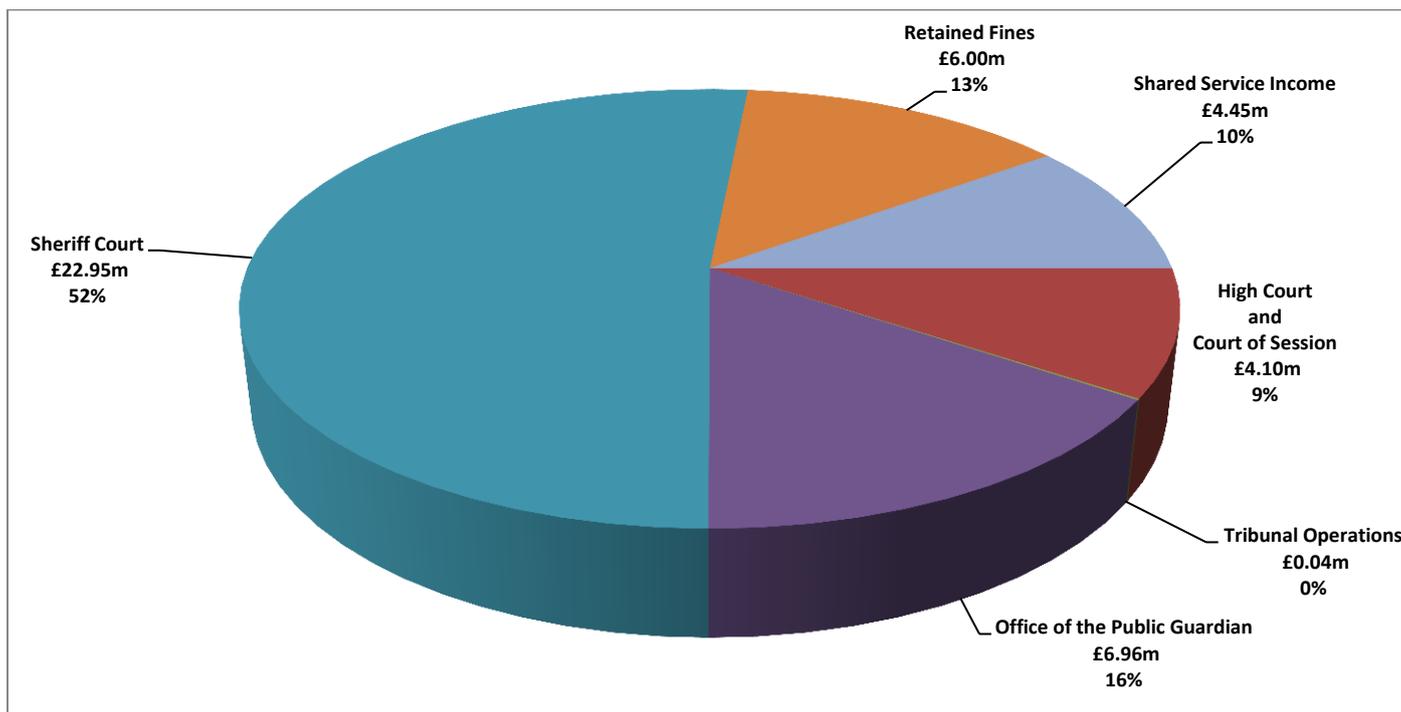
Income

Total Income for 2019-20 is projected to be £44.5m and Diagram 2 shows the breakdown of that income by category. Some 77% (£34.1m) of that projected income is derived from fees, with the majority (£22.9m) of these coming through Sheriff Court fees.

Income from retained fines accounts for 13% of the SCTS income and is projected to be £6m in 2019-20. This source of income has been on a downward trend for several years following the introduction of Police Recorded Warnings which reduces the level of fines issued and collected. In 2018-19, in recognition of falling Retained Fines income, the Scottish Government underwrote SCTS’ Retained Fines income by £1.5m. There remains a large degree of uncertainty on Retained Fines income for future years and the SCTS anticipates calling on further Scottish Government support to meet this ongoing shortfall.

Finally, the SCTS also provides accommodation and associated services to a number of other public bodies, notably the Crown Office and Procurator Fiscal Service and HMCTS, attracting income of £4.5m.

Diagram 2 – SCTS Income – Projected Levels 2019-20 (total projected income £44.5m)



Tables summarising the financial allocation for 2019-20, broken down by both service area and cost category, can be found at [Annex B](#).

Business volumes

The workload of Scotland’s courts and tribunals will continue to be significant over the coming 12 months. The distribution of business is changing in the courts, whilst the range and number of devolved tribunal cases continues to grow. Summary criminal business continues to represent the highest case volume – with close to 100,000 summary complaints forecast to be registered in 2019-20.

Annex C provides summaries of key business volumes for 2016-17 & 2017-18. It also provides a forecast of 2018-19 volumes and a projection for 2019-20 (p24-27)

The trend in recent years has seen an increase in the number of serious sexual offence cases reaching trial in the High Court, against a backdrop of largely static or reducing levels of crime in general. The number of indictments registered in the High Court continued to increase last year, with the number of cases proceeding to trial rising by 16% compared with 2017-18. We anticipate that this will be a continuing trend, with a further double digit percentage rise in the number of High Court trials projected for 2019-20. The complexity and length of trials being heard has also increased in recent years, resulting in a commensurate increase in the workload of the court.

Reforms introduced to sheriff court solemn business by the Criminal Justice (Scotland) Act 2016 are now well-established - improving the efficiency of case management at the sheriff and jury level and reducing levels of churn. 2018-19 saw a slight increase in the number of indictments registered, although the number of trials was still some 15% lower than before introduction of the reforms. We expect those levels to be maintained over the coming year.

Levels of summary complaints registered declined by 9% in the sheriff courts and 3% in the Justice of the Peace Court in 2018-19. Fewer than 5% of JP court cases reach a trial. We anticipate that summary business will remain at similar levels in 2019-20 – although there may be some further small reductions. We will assess and review court programmes throughout the year to ensure that supply effectively matches demand – making best use of resources.

In collaboration with justice partners we continue to manage case volumes, to ensure that the importance of each case taking place within a reasonable timescale is not lost amongst the volumes faced by the system. Throughout 2018-19 the waiting period between a summary criminal case first calling and its trial date was within the timescales considered to be optimal (under 16 weeks) across the vast majority of Scotland’s courts – with domestic abuse cases heard within a more expedited timescale of 8-10 weeks. Maintaining these periods may become more challenging as resources become increasingly constrained and activity in the High Court absorbs additional resource. Case levels and waiting periods will be kept under review throughout the coming year.

Civil case volumes generally experienced a decline in 2018-19. The number of lower level cases registered in the Sheriff Courts (summary cause, small claims and simple procedure) fell by 15%. The specialist service provided by the All Scotland Personal Injury Court continues to grow in use – with registrations up by over 8%. Business levels in the Sheriff Appeal Court have been stable for the past 3 years – we expect them to remain so in 2019-20.

Office of the Public Guardian

Whilst down on the levels recorded in 2017-18 business levels in the Office of the Public Guardian remain high, with 2018-19 set to be the second highest on record for powers of attorney and guardianship orders registered. This reflects the continuing recognition by people across Scotland of the importance of registering a Power of Attorney in order to ensure their financial affairs can be effectively managed should they become unable to manage them, coupled with the ability to easily apply for a Power of Attorney on-line.

Tribunal Business

Levels of business across Scotland’s devolved tribunals are generally on an upward trend, with a continuing year on year increase in Mental Health Tribunal applications, which carry the largest caseload. These workloads continue to be monitored closely given the increasing demand and the tight statutory deadlines the Tribunal operates within. Business levels within the Housing and Property Chamber have remained high following the transfer of jurisdiction for certain case types from the sheriff court – a change which appears to have encouraged more people to seek redress through the system. Several new chambers of the First Tier Tribunal for Scotland will go live in 2019 – where possible we have sought to provide projections for their business levels in Annex C.

Scottish Courts and Tribunals Service

Business Outcomes for 2019-20

Our key business outcomes for 2019-20 are listed on the following pages – grouped under our seven strategic priorities:

A WELL SUPPORTED JUDICIARY

SATISFIED COURTS & TRIBUNALS USERS

SKILLED & MOTIVATED PEOPLE

A WELL-MANAGED ESTATE

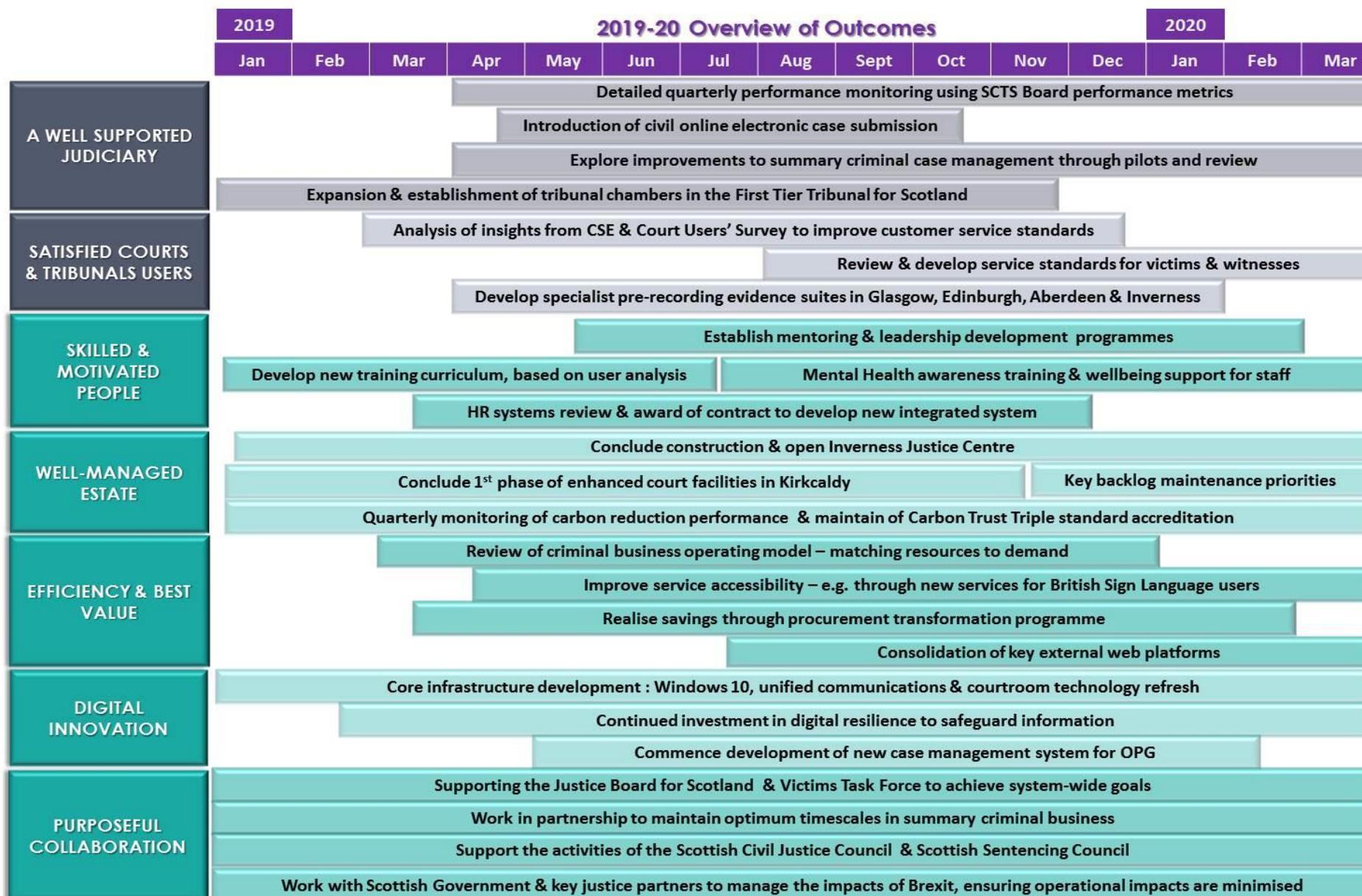
EFFICIENCY & BEST VALUE

DIGITAL INNOVATION

PURPOSEFUL COLLABORATION WITH JUSTICE BODIES

The SCTS Board scrutinises progress against this plan quarterly, alongside consideration of the [Board Scorecard](#) which reports on operational performance against the key indicators listed at [Annex F](#). This plan is supported by more detailed unit plans produced by each business area of the SCTS, which are used by Directors to manage progress in their areas.

The identification and effective management of risk is necessary to ensure that risks to achieving our priorities are identified, assessed, addressed and reviewed. The key corporate risks identified by the SCTS Board are summarised at [Annex D](#). These were reviewed by the Board in February 2019 and are kept under regular review. Actions to control and mitigate corporate risks are monitored by both the SCTS Executive Team and the SCTS Board’s Audit and Risk Committee.



Further information on these outcomes can be found on pages 14-20

A WELL SUPPORTED JUDICIARY STRATEGIC PRIORITY 1

We aim to ensure that the right technology, people, systems and processes are in place to assist the judiciary to dispense justice effectively.

The key areas for our focus in 2019-20 will be:

- Delivering effective ongoing support to the courts and tribunals judiciary as they manage business.
- Continuing to ensure that we take account of the views of the judiciary to help us inform improvements in service.
- Working in partnership to ensure the effective implementation of new civil court rules and the extension of our Integrated Case Management System.
- Supporting the tribunal judiciary as further reforms to the tribunal system are implemented.

Outcomes	Delivery date
<p>1.1 We will fulfil our purpose of supporting justice by delivering the administration of Scotland’s courts, devolved tribunals and Office of the Public Guardian to a consistently high standard using the SCTS Board Scorecard metrics to monitor performance.</p>	<p>Throughout 2019-20 (performance reported quarterly)</p>
<p>1.2 We will introduce electronic case submission in civil simple procedure cases – supporting active case management and the use of digital case files.</p>	<p>April 2019</p>
<p>1.3 We will explore how the management of summary criminal cases can be improved to ensure they are resolved at the earliest appropriate stage – analysing approaches that will be trialled at pilot sites.</p>	<p>Ongoing to 2020</p>
<p>1.4 We will support the tribunals’ judiciary through the ongoing programme of tribunals’ reform, including the expansion of the Social Security Chamber, General Regulatory Chamber and the establishment of the Mental Health Chamber of the First Tier Tribunal for Scotland.</p>	<p>December 2019</p>

SATISFIED COURTS & TRIBUNALS USERS STRATEGIC PRIORITY 2

We will consistently deliver high-quality customer service, inspiring confidence in those who use our services, promoting inclusiveness and developing our understanding of customer needs through ongoing feedback and quality assessment.

The key areas for our focus in 2019-20 will be:

- Building our understanding of the needs and views of courts, tribunals and OPG users to inform improvements in service quality.
- Reviewing the significant reforms in service provision for victims and vulnerable witnesses to ensure these achieve the desired outcomes.
- Continuing to seek views from and build insight on the needs & views of those using Scotland’s tribunals.
- Using the Customer Service Excellence (CSE) standard to help us understand user needs, drive continuous improvement and independently validate our service.

Outcomes	Delivery date
2.1 We will continue to build understanding of our users’ needs by commissioning a detailed service users’ survey and analysing its results.	December 2019
2.2 We will maintain high service standards across the organisation using the Customer Service Excellence assessment programme to verify those standards and ensure that we build on best practice.	November 2019
2.3 We will continue to focus on our service to victims and witnesses, reviewing our published service standards to ensure they are being met and to make further improvements where possible.	March 2020
2.4 We will develop specialist suites in Glasgow, Edinburgh, Aberdeen and Inverness – which will enable pre-recording of evidence from child and vulnerable witnesses – ensuring they can give their best evidence at an early stage, minimising the likelihood of further harm or trauma.	January 2020

SKILLED & MOTIVATED PEOPLE STRATEGIC PRIORITY 3

We will maintain a skilled and motivated workforce supporting the judiciary and providing excellent customer service across the tribunals, courts and Office of the Public Guardian (OPG).

The key areas for our focus in 2019-20 will be:

- Continuing to develop the capability of our managers and people at both strategic and operational levels.
- Recognising the need to provide timely and appropriate learning and development so our people can provide a high-quality service both now and in the future.
- Ensuring that our people are well-supported as they deliver a key public service in a fast-paced and often challenging environment.
- Building on our People Strategy by developing systems, policies and analytics that allow us to make decisions in the most efficient way.

Outcomes	Delivery date
3.1 We will establish a mentoring programme and launch a new leadership development programme – to invest in our future leaders and build effective leadership at all levels.	February 2020
3.2 We will ensure that all our people have the support they need to deal with often challenging work – training all line managers in mental health awareness, piloting mental health awareness training for all colleagues and introducing a range of wellbeing support mechanisms including the procurement and promotion of a Trauma Support Service.	March 2020
3.3 We will review our current HR systems to inform development of a new integrated system – awarding a contract to develop a system that will improve services, enhance compliance and support decision making through the provision of reports and analytics.	November 2019
3.4 We will analyse the training needs of the organisation – and develop a new curriculum to address the range of skills and knowledge that will be required in future.	December 2019

A WELL-MANAGED ESTATE STRATEGIC PRIORITY 4

We will develop and maintain our built and digital infrastructure to provide a high-quality, safe, secure and sustainable environment for everyone using our services.

The key areas for our focus in 2019-20 will be:

- Implementing our Estates Strategy and Carbon Management Plan to deliver facilities that are optimal for the 21st century.
- Balancing estates investment with maintenance and access requirements across the estate, against the backdrop of a constrained budget.
- Working in partnership to complete the development of the justice centre in Inverness, creating a facility that meets the needs of all who will use it.
- Delivering improved facilities for service users across the country, as resources allow.

Outcomes	Delivery date
4.1 We will open the new Justice Centre in Inverness, providing a state of the art facility for the delivery of justice in a multi-agency, collaborative and sustainable environment.	April 2020
4.2 We will conclude the first phase of enhanced court facilities in Kirkcaldy, providing improved access to justice and a better experience for court users and staff. The project is due to complete early November and the new court programme will commence in January 2020.	January 2020
4.3 We will retain our position as a leading public sector organisation in sustainability by maintaining Carbon Trust Triple standard accreditation, and meeting our demanding carbon reduction targets.	Ongoing to March 2020 (performance monitored quarterly)
4.4 We will continue to address backlog maintenance across the court and tribunal estate, to improve facilities and ensure that the health, safety and welfare of customers and staff is maintained – addressing priorities identified at key sites including Glasgow, Peterhead and Dumbarton.	March 2020

EFFICIENCY & BEST VALUE STRATEGIC PRIORITY 5

We will secure a stable financial base that allows us to continually improve our services and be sustainable in the long term. We will keep our processes under review to make sure that we deliver business in an effective, reliable and economical way.

The key areas for our focus in 2019-20 will be:

- Ensuring that clear and efficient business processes are in place, meeting the needs of all service users.
- Ensuring that progress of business is reliable, economical and avoids inappropriate delays.
- Improving systems and services so that we can work more effectively with the public – and with each other
- Sharing a wider range of information on our work proactively to build insight and public confidence.

Outcomes	Delivery date
5.1 We will review our operating model for the delivery of criminal business to ensure that our structure and processes best meet the range and volumes of business that we face.	December 2019
5.2 We will consolidate our key external website platforms, to create a more efficient and resilient service offering high quality information and services to customers.	March 2020
5.3 We will deliver our Procurement transformation programme, reviewing key contracts to deliver savings of £250K through more effective contract management.	March 2020
5.4 We will improve accessibility to our services for British Sign Language users and people with disabilities through the use of electronic support services and more accessible information on our work.	March 2020

DIGITAL INNOVATION STRATEGIC PRIORITY 6

We will place digital innovation at the centre of what we do, making sure that we maximise the opportunities afforded by technology to improve processes, provide easy access to information, minimise physical appearance and support quicker outcomes.

The key areas for our focus in 2019-20 will be:

- Ensuring that our infrastructure is ready to support greater use of online transactions, video conferencing and digital evidence presentation – so that the amount of paper in the courtroom reduces.
- Continuing to consolidate our ICT on secure and flexible technology platforms.
- Providing courtrooms with a consistently high standard of ICT to ensure current and future systems can be used to best effect.

Outcomes	Delivery date
6.1 We will strengthen our core digital infrastructure, rolling out unified communications and Windows 10 across the organisation to provide secure and flexible technology platforms for all our work.	Ongoing to 2020
6.2 We will extend our courtroom technology refresh programme – upgrading the technology in a further 10 courts, increasing the range of court to prisons video links and supporting the development of enhanced facilities for conducting business and recording evidence remotely.	February 2020
6.3 We will continue to invest in our digital resilience as systems and services are developed – maintaining our ability to share information securely with key justice partners and achieving “Cyber Essentials Plus” accreditation to verify progress.	March 2020
6.4 We will commence development of a new case management system for the Office of the Public Guardian to improve resilience and enable new ways of providing services.	March 2020

PURPOSEFUL COLLABORATION WITH JUSTICE BODIES STRATEGIC PRIORITY 7

We will work with justice bodies to deliver significant change and improvement to Scotland's justice system – through collaboration, communication and reform.

The key areas for our focus in 2019-20 will be:

- Contributing to effective policy development and innovation – ensuring that the future design and operation of court and tribunal systems is efficient, effective and meets user needs.
- Supporting collaborative reform and improvement of courts and tribunals through our change programmes.
- Exploring the potential benefits of greater joint working in particular services and at particular locations.

Outcomes	Delivery date
7.1 We will work with the Justice Board for Scotland and the Victims Taskforce, supporting their vision and priorities by sharing our plans and considering future reform from the perspective of the justice system as a whole.	Justice Board meetings throughout 2019-20
7.2 We will continue to manage criminal business levels effectively – using the resources available to achieve the target optimum period between first calling and trial diet of 16 weeks in summary business and 8-10 weeks in domestic abuse cases wherever possible.	Ongoing to March 2020 (performance monitored monthly)
7.3 We will provide the administrative support the Scottish Civil Justice Council and Scottish Sentencing Council require to effectively deliver their distinct work programmes to a high standard.	Ongoing <i>(detailed priorities in SSC and SCJC Plans)</i>
7.4 We will work with the Scottish Government and other justice agencies to oversee transitional arrangements to manage the impact of Brexit, ensuring rules of court are amended where necessary and that operational impacts on the justice system are minimised.	Quarterly review by SCTS Brexit transition working groups

Annex A – The Scottish Government’s Strategy for Justice

JUSTICE IN SCOTLAND: VISION AND PRIORITIES

VISION

A JUST, SAFE & RESILIENT SCOTLAND

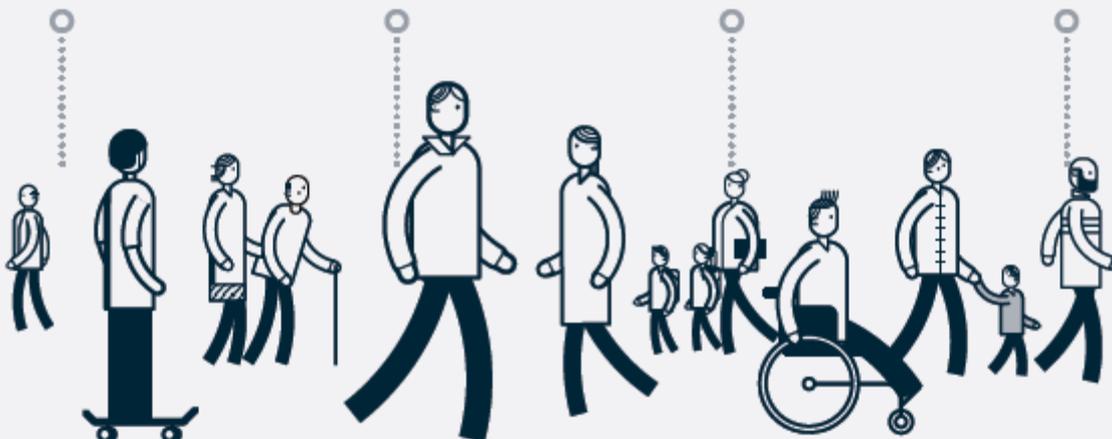
OUTCOMES

We live in safe, cohesive and resilient communities

Prevention and early intervention improve wellbeing and life chances

Our system and interventions are proportionate, fair and effective

We deliver person-centred, modern and affordable public services



PRIORITIES

We will enable our communities to be safe and supportive, where individuals exercise their rights and responsibilities

We will enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats

We will modernise civil and criminal law and the justice system to meet the needs of people in Scotland in the 21st Century

We will work with others to improve health and wellbeing in justice settings, focusing on mental health and substance use

We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation

We will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence

We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration

Annex B – Summary Financial Plan

2019-20 - Financial Summary by Cost Category

Cost Category (£000's)	2019-2020 Budget Bill	In Year Funding	2019-2020 Budget
Pay	60,290	4,884	65,174
Other Staff Costs	559	110	669
Rent & Rates	12,122	1,500	13,622
Accommodation	7,764	1,367	9,131
Building Maintenance	6,551	0	6,551
Judicial Costs	1,381	1,067	2,448
Judicial Pensions	10,817	2,561	13,378
Tribunal Members fees	6,165	2,511	8,676
Office & Other	6,228	2,193	8,421
Supplies & Services	1,394	267	1,661
Training	369	48	417
Travel	667	136	803
Business Costs	114,307	16,645	130,952
Total Operational Costs	7,250	0	7,250
Total Revenue Expenditure	121,557	16,645	138,202
Fees for Civil Cases	(34,100)	0	(34,100)
Rents Receivable	(4,447)	0	(4,447)
Retained Fines	(6,000)	0	(6,000)
Total Receipts	(44,547)	0	(44,547)
Net Revenue Expenditure	77,010	16,645	93,655
Capital			
Buildings	1,925	0	1,925
Furniture & Fittings	100	11	111
Computers & Software	3,000	21	3,021
ICMS Development	1,500	0	1,500
Evidence by Commission	875	0	875
Inverness Justice Centre	8,200	0	8,200
Kirkcaldy	2,700	0	2,700
Total Capital Expenditure	18,300	32	18,332
Ring Fenced DeL	21,297	0	21,297
Total Net Expenditure	116,607	16,677	133,284
AME Expenditure	600	0	600

Annex B (cont.) – Summary Financial Plan

2019-20 – Financial Summary by Service Area

Budgets 2019-20 - Financial Summary by Service Area			
Service Area (£000's)	Revenue	Capital	Total
Sheriff Court and Justice of the Peace Court	36,609	-	36,609
High Court and Court of Session	7,013	-	7,013
Tribunal Operations	17,217	32	17,249
Office of the Public Guardian	2,939	-	2,939
Development and Innovation	1,787	-	1,787
Judicial Office	6,349	-	6,349
Judicial Pensions	13,378	-	13,378
Juror Costs, Medical and Specialist Court Reports	7,250	-	7,250
Digital Services	7,352	4,500	11,852
Operational Delivery	875	-	875
Corporate Services	4,434	-	4,434
Estates and Property Services	32,998	13,800	46,798
Reserve/(Shortfall)	-	-	-
Total Direct & Operational Costs	138,202	18,332	156,534
Receipts	(44,547)		(44,547)
Total Net Expenditure before depreciation	93,655	18,332	111,987
Depreciation	21,297		21,297
Total Net Expenditure	114,952	18,332	133,284

A commentary on the financial environment and budget can be found at pages 9-10 of this plan.

Annex C – Key Business Volumes and Planning Assumptions

Supreme Courts, Sheriff and Justice of the Peace Courts, Office of the Public Guardian

	2016/17	2017/18	2018/19 (Forecast)	2019/20 (Projection)
High Court				
High Court judge days	3865	3585	3641	3700
Indictments registered	671	792	993	1050
Trials Evidence Led	443	461	536	600
High Court: criminal appeals lodged	650	545	616	600
Court of Session				
Court of Session judge days	1836	1557	1408	1350
Cases registered	1079	954	948	950
Proofs proceeding	121	76	64	70
Court of Session: civil appeals/reclaiming motions	226	183	171	170
All-Scotland Courts				
Sheriff Appeal Court – criminal appeals lodged	885	747	724	750
Sheriff Appeal Court – civil appeals lodged	286	286	275	280
Personal Injury Court: registrations	2956	3281	3561	3650
Sheriff Courts				
Sheriff Court sitting days	28097	28238	28000	27500
Sheriff Courts: Summary				
Complaints registered	70717	65646	59545	61500
Trials Evidence Led	8982	8245	7709	7400
Sheriff Courts: Solemn				
S&J Indictments registered	5899	4979	5132	5200
S&J Trials Evidence Led	1314	1041	1109	1150
Sheriff Courts: Civil				
Ordinary Cause registered	22672	22620	21104	21500
OC Proofs and Debates proceeding	863	529	547	550
Summary Cause/Small Claims/Simple Proc reg'd	45761	53003	44964	45000
SC Proofs Proceeding	519	434	364	370
JP Courts				
Complaints registered	41402	38538	37355	36500
Trials Evidence Led	2810	2032	1752	1650
Office of the Public Guardian				
Powers of Attorney registered	54919	78080	58287	55000
Guardianship Orders registered	2728	2863	2734	2700
Access to funds orders registered	313	268	260	260
Intervention orders registered	414	447	427	430

The Sheriff Appeal Court was established in 2015 – the criminal jurisdiction came into effect in Sep 2015 and the civil jurisdiction in Jan 2016.

Annex C (cont.) – Key Business Volumes and Planning Assumptions

TRIBUNALS	2016/17	2017/18	2018/19 (Forecast)	2019/20 (Projection)
Upper Tribunal for Scotland				
Receipts	-		26	100
Disposals	-		19	90
Hearing Days	-		6	23
First-tier Tribunal for Scotland (Housing and Property Chamber)				
Property Factor				
Receipts	192	196	203	201
Disposals	191	164	213	211
Hearing Days	93	114.5	116	115
Rent & Repairs				
Receipts	267	205	249	245
Disposals	306	217	299	295
Hearing Days	264	172	213	210
Third Party				
Receipts	58	38	56	72
Disposals	17	33	33	43
Hearing Days	38	26	27	35
Right of Entry				
Receipts	36	61	84	89
Disposals	29	58	77	86
Hearing Days	n/a	n/a	n/a	n/a
Letting Agents (new jurisdiction from January 2018)				
Receipts	-	10	100	240
Disposals	-	0	90	216
Hearing Days	-	0	43	144
Private Rented Sector (new jurisdiction from December 2017)				
Receipts	-	684	3150	3200
Disposals	-	27	2835	2560
Hearing Days	-	6	238	632

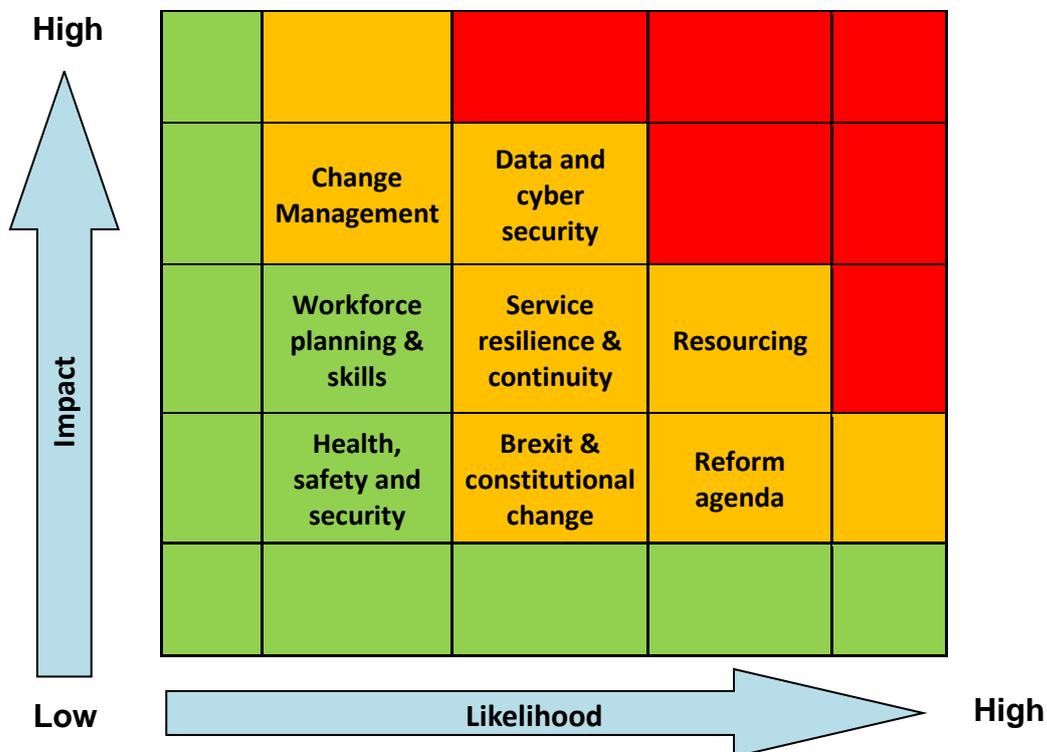
TRIBUNALS	2016/17	2017/18	2018/19 (Forecast)	2019/20 (Projection)
First-tier Tribunal for Scotland (Health & Education)				
Additional Support Needs				
Receipts	73	100	86	100
Disposals	59	101	69	80
Hearing Days	23	53	55	64
First-tier Tribunal for Scotland (Tax Chamber)				
Tax				
Receipts	11	6	13	12
Disposals	6	7	5	12
Hearing Days	0	0	3	6
First-tier Tribunal for Scotland (Social Security)				
Receipts	-	-	-	40
Disposals	-	-	-	216
Hearing Days	-	-	-	80
First-tier Tribunal for Scotland (General Regulatory Chamber)				
Charity Appeals				
Receipts	0	0	2	1
Disposals	0	0	0	1
Hearing Days	0	0	2	1
Parking and Bus Lane Appeals (SCTS assumes responsibility during 2019-20)				
Receipts	-	-	-	1880
Disposals	-	-	-	1670
Hearing Days	-	-	-	90
Police Appeals (SCTS assumes responsibility during 2019-20)				
Receipts	-	-	-	-
Disposals	-	-	-	-
Hearing Days	-	-	-	-
Other Tribunals				
Mental Health Tribunal for Scotland				
Receipts	4321	4459	4632	4770
Disposals	4227	4385	4521	4656
Hearing Days	3376	3385	3576	3681

Mental Health Tribunal for Scotland (Excessive Security)				
Receipts	36	28	35	23
Disposals	36	29	33	23
Hearing Days	21	33	30	30
Lands Tribunal for Scotland	2016/17	2017/18	2018/19 (Forecast)	2019/20 (Projection)
Receipts	245	174	219	240
Disposals	215	889	440	300
Hearing Days	80	71	76	60
Pensions Appeals Tribunal For Scotland				
Receipts	213	241	351	336
Disposals	231	201	272	264
Hearing Days	61	55	77	75
Council Tax Reduction Review Panel				
Receipts	85	69	83	82
Disposals	108	65	93	97
Hearing Days	15	12	13	20

Note – it is possible for the number of cases completed in a financial year (“disposals”) to be greater than the number of cases registered with the tribunal (“receipts”) in a given year due to the fact that cases received in one year may not be disposed of until a subsequent year.

Annex D – Key Strategic Risk Categories & Corporate Risks

Strategic Risk Categories – Identified and Mapped by the SCTS Board



Strategic Risk Category	Principal Corporate Risk monitored by SCTS Board and Audit & Risk Committee
1. Workforce Planning & Skills	Failure to maintain a skilled & motivated workforce.
2. Health, Safety & Security	Significant health & safety or security breach.
3. Service Resilience & Continuity	Essential business & services compromised due to critical incident(s).
4. Data & Cyber Security	Significant data/system loss caused by failure in information management controls or cyber-attack.
5. Change Management	Failure to deliver planned key reforms in the SCTS Corporate Plan and broader Justice Strategy.
6. Reform Agenda	Organisational structure and systems do not adapt to allow the benefits of reform to be realised.
7. Resourcing	Ability to deliver core business and/or reform programme reduces due to future budget restraint.
8. Brexit & Constitutional Change	Wider Policy/constitutional change impacts on the SCTS' ability to deliver core business or reform.

Annex E – Scottish Courts and Tribunals Service

Our Strategic Priorities & Objectives 2017–20

By supporting justice and building a stronger service we maintain:

- A well-supported Judiciary; and
- Satisfied courts and tribunals users.

In order to deliver we need:

- Skilled and motivated people;
- A well-managed estate;
- Efficiency and best value;
- Digital innovation; and
- Purposeful collaboration with justice bodies.

Underpinning the delivery of this we need:

- Strong leadership, governance and planning;
- Stable and sustainable funding.

For each of our seven strategic priorities the SCTS Board has set out the main objectives that the organisation aims to achieve over the 2017-20 Corporate Planning period.

Strategic Priority 1 – A Well Supported Judiciary

We aim to ensure that the right technology, people, systems and processes are in place to assist the judiciary to dispense justice effectively.

In achieving this we will focus on the following strategic objectives:

1.1 We will deliver a modern tribunal chamber structure for Scotland, including the transfer of the administration of reserved tribunals to SCTS and improvements in the systems, processes and operational support provided to the judiciary.

1.2 We will support the Lord President and Sheriffs Principal in delivering an effective structure for the disposal of court business across Scotland, including the continued deployment of summary sheriffs.

1.3 We will provide the staff, resources and tools required to support judicial case management as it increasingly becomes the norm.

1.4 We will deliver a state-of-the-art justice centre in Inverness that will support multi-agency collaboration and develop proposals for a further centre in Fife.

1.5 We will support the judiciary in the adoption of digital processes and further procedural change aimed at improving the justice system, including changes proposed under the Evidence and Procedure Review.

Strategic Priority 2 – Satisfied Courts & Tribunals Users

We will consistently deliver high-quality customer service, inspiring confidence in those who use our services, promoting inclusiveness and developing our understanding of customer needs through ongoing feedback and quality assessment.

In achieving this we will focus on the following strategic objectives:

2.1 We will introduce new procedures that will make it routine for the evidence and examination of children and vulnerable witnesses to be recorded in advance of trial, in an appropriate environment that does not confuse, distress or further traumatise the witness.

2.2 We will continue to seek the views of all those who use our services through quality surveys and feedback to meet diverse user needs, assess the effectiveness of our service and inform further improvement.

2.3 We will use the Customer Service Excellence standard to measure and improve upon the quality of service we deliver.

2.4 We will monitor and improve service standards for victims and witnesses – building on the current standards, customer feedback and the opportunities afforded by new technology.

Strategic Priority 3 – Skilled & Motivated People

We will maintain a skilled and motivated workforce supporting the judiciary and providing excellent customer service across the tribunals, courts and Office of the Public Guardian (OPG).

In achieving this we will focus on the following strategic objectives:

3.1 We will establish a new learning and development framework, transforming the delivery of training, learning and development by using a blended approach that gives access to knowledge and support when and where required.

3.2 We will ensure that our resourcing policy gives us the skills and competencies we require to be successful – using a mixture of secondments, apprenticeships and the development of professional qualifications and standards.

3.3 We will implement our new [People Strategy](#), taking a strategic approach to succession planning, talent management, career progression and lifelong learning.

3.4 We will ensure that we have the right policies, structures and resources in place to maintain a diverse and integrated workforce as our responsibilities expand.

Strategic Priority 4 – A Well-Managed Estate

We will develop and maintain our built infrastructure to provide a high-quality, safe, secure and sustainable environment for everyone using our services.

In achieving this we will focus on the following strategic objectives:

4.1 We will support the justice reform agenda by targeting investment across the courts estate, facilitating the use of technology and collaboration amongst partners to deliver business effectively.

4.2 We will invest in and develop the tribunals' estate, exploring the potential to bring services together and improve facilities for all those who use them.

4.3 We will increase the sustainability of our built estate by continuing to target historic backlog maintenance and meeting the challenging reduction targets set in our Carbon Management Plan.

4.4 We will explore the potential for the development of further justice centres in key population centres across Scotland – to support multi-agency collaboration should further funding become available.

Strategic Priority 5 – Efficiency & Best Value

We will secure a stable financial base that allows us to continually improve our services and be sustainable in the long term. We will keep our processes under review to make sure that we deliver business in an effective, reliable and economical way.

In achieving this we will focus on the following strategic objectives:

5.1 We will work with partners to ensure that Scotland's legal, technical and operational framework ensures that people only attend court in person when there is a clear benefit in doing so.

5.2 We will develop a high-quality web presence providing clear user advice, information and access to new digital services as these are developed.

5.3 We will continue to review internal business processes to maximise efficiency and effectiveness, thereby achieving best value.

5.4 We will review our fee structures to ensure that fees incentivise efficient and effective practice and are matched to the costs of activity.

Strategic Priority 6 – Digital Innovation

We will place digital innovation at the centre of what we do, making sure that we maximise the opportunities afforded by technology to improve processes, provide easy access to information, minimise physical appearance and support quicker outcomes.

In achieving this we will focus on the following strategic objectives:

6.1 We will extend our integrated case management system to other business areas, providing an efficient platform for case management and electronic data interchange.

6.2 We will invest in systems to support effective mobile working and collaboration for the judiciary and staff.

6.3 We will invest in the security and resilience of our networks and systems to underpin our increasing use of digital services and to mitigate the increasing threat of cybercrime.

6.4 We will work with our partners to refresh and develop the SCTS Digital Strategy and collaborate to deliver shared capabilities and common best practices.

Strategic Priority 7 – Purposeful Collaboration with Justice Partners

We will work with justice bodies to deliver significant change and improvement to Scotland's justice system – through collaboration, communication and reform.

In achieving this we will focus on the following strategic objectives:

7.1 We will, as members of Scotland's Justice Board and its six local criminal justice boards, work in partnership with justice agencies, professional groups and the third sector, to maintain and improve system performance, integrating long-term policy development with practical operational improvements.

7.2 We will work with the UK Government, Scottish Government and justice partners to deliver a smooth transition of the administration of reserved tribunals to the SCTS.

7.3 We will lead the development of reforms to criminal business set out in the Evidence and Procedure Review, introducing a new approach to case management, using digital evidence and online case management to eliminate unnecessary, routine and often repeated hearings in court.

7.4 We will explore the potential to make greater use of online and alternative dispute resolution in civil and administrative cases – avoiding the need for hearings where matters can be settled.

Annex F – Summary of Key Performance Indicators

Performance against the KPI measures is monitored quarterly by the SCTS Board, using its Performance Scorecard published on our website, which assesses a range of measures relating to delivery of our seven Strategic Priorities. These are summarised below.

1. A WELL SUPPORTED JUDICIARY

1a Judicial satisfaction levels (assessment of most recent judicial attitudes survey plus qualitative assessment by SCTS Executive Team).

2. SATISFIED COURTS & TRIBUNALS USERS

2a User satisfaction levels (based on SCTS Court User Survey Data and ratings provided in independent Customer Service Excellence analysis).

2b Percentage of summary criminal cases disposed of within twenty-six weeks (based on official justice system statistics).

3. SKILLED & MOTIVATED PEOPLE

3a Employee engagement levels (indicator based around staff turnover, absence levels and survey data).

3b Delivery of staff development (indicator based around proportion of staff who have completed certain key areas of training and development).

4. A WELL-MANAGED ESTATE

4a Investment in the Estate (assessment of investment levels to ensure that backlog maintenance is being managed effectively).

4b Sustainability and carbon reduction (assessment of whether the organisation is meeting carbon reduction targets set).

5. EFFICIENCY & BEST VALUE

5a Sheriff summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).

5b JP summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).

5c Summary trials adjourned with no evidence led (proportion of trials called where the substantive business cannot proceed, based on court system data).

5d Court business waiting times (non-summary). An analysis of twelve key waiting indicators across a broad range of court business, assessing whether waiting times in relation to that business remain within optimal levels.

5e Effective Tribunals Operations – an assessment of 14 key administrative targets monitored by Tribunal Operations Directorate, to ensure that tribunals are effectively administered.

5f Delivering on our change programme – a summary of the delivery status on progress the SCTS is making towards meeting its outcomes.

6. DIGITAL INNOVATION

6a Proportion of applicable transactions carried out online (measure to assess and drive greater use of online systems, such as online fines payment).

6b IT system resilience (measure to report on the resilience of core SCTS systems – ensuring these are available for use when required).

7. PURPOSEFUL COLLABORATION WITH JUSTICE PARTNERS

7a Assessment of collaboration with other justice bodies and through the Justice Board for Scotland.

8. FINANCIAL INDICATORS

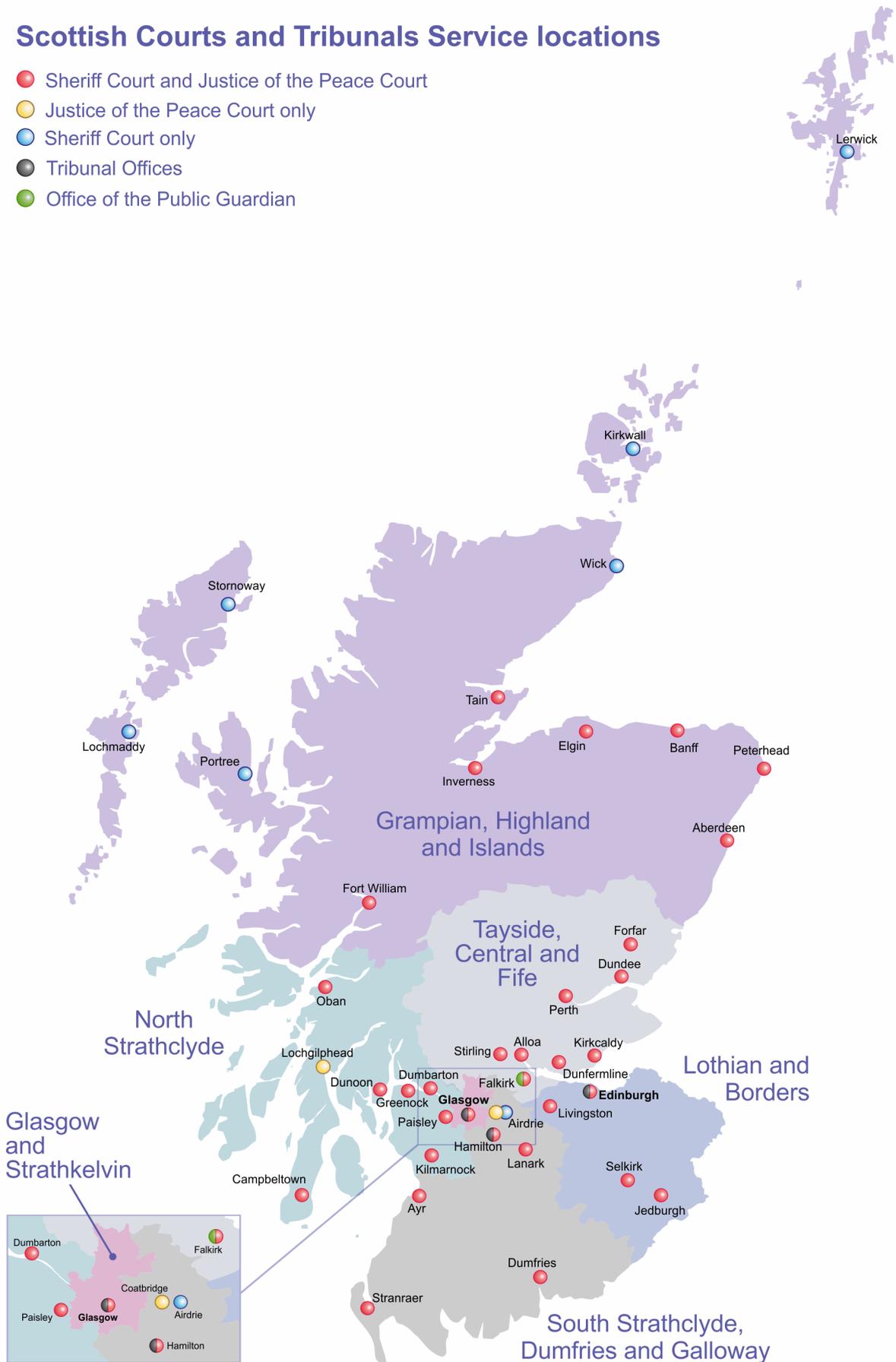
8a Managing expenditure (comparison of actual expenditure with profiled expenditure to the year end to ensure robust budgeting).

8b Managing income (comparison of actual fines and fees income received with profiled income to the year end to ensure robust profiling).

Annex G – Scottish Courts & Tribunals Service Locations

Scottish Courts and Tribunals Service locations

- Sheriff Court and Justice of the Peace Court
- Justice of the Peace Court only
- Sheriff Court only
- Tribunal Offices
- Office of the Public Guardian



SCTS website

<http://www.scotcourttribunals.gov.uk>

SCTS Reports and Data

www.scotcourts.gov.uk/about-the-scottish-court-service/reports-data

SCTS Board

www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board

Office of the public Guardian

www.publicguardian-scotland.gov.uk

Scottish Tribunals

<http://www.scotcourts.gov.uk/the-courts/the-tribunals/about-scottish-tribunals>

Other Courts & Tribunals

<http://www.scotcourts.gov.uk/the-courts/the-tribunals/other-courts-and-tribunals>

Judicial Office for Scotland

www.scotcourts.gov.uk/about-the-scottish-court-service/judicial-office-for-scotland

Scottish Government

<http://www.gov.scot>

Scottish Civil Justice Council

www.scottishciviljusticecouncil.gov.uk

Scottish Sentencing Council

<https://www.scottishsentencingcouncil.org.uk>

Justice Strategy for Scotland

<http://www.gov.scot/Publications/2012/09/5924/0>

If you require production of this document in another language or format please contact us at: enquiries@scotcourttribunals.gov.uk

Further Information

Scottish Courts and Tribunals Service

Saughton House
Broomhouse Drive
Edinburgh
EH11 3XD

Tel: 0131 444 3300

Fax: 0131 443 2610

enquiries@scotcourttribunals.gov.uk



Follow @SCTScourtstrib