

SCTS Business Plan Delivery Report 2018-19 - End Year Position

OUTCOMES	Delivery Date	Status (RAG)	Progress as at: 31 March 2019	Commentary
<p>WSJ: O1 We will deliver the administration of Scotland's courts, devolved tribunals and the Office of the Public Guardian to a consistently high standard, monitoring performance using the metrics set out in the SCTS Board performance scorecard.</p>	<p>Through 18-19 (reports quarterly)</p>	<p>Complete</p>	<ul style="list-style-type: none"> The Board Scorecard for 2018-19, outlining quarterly performance against the agreed Key Performance Indicators for the organisation, is published at: https://www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board 	<ul style="list-style-type: none"> The scorecard is presented to the SCTS Board quarterly, with KPIs reviewed annually.
<p>WSJ: O2 We will enhance the resources and technology available to support the judiciary including a) the roll-out of the new library service and b) an upgrade to operating and communications systems which, taken together, will enable the introduction of new applications, such as desktop video-conferencing and the scope to introduce new mobile devices.</p>	<p>Mar 19</p>	<p>Complete</p>	<ul style="list-style-type: none"> Library catalogue service launched in December 2018. Legal research enquiry service launched January 2019. Blackberry android devices – following a successful pilot and tender award (including device-build health check) new Blackberry devices have now been deployed. 	<ul style="list-style-type: none"> Outcome complete - desktop video conferencing will be delivered as part of the Unified Communications initiative (see outcome DI:03, page 6). SCTS Library Service awarded the LexisNexis Award for Excellence 2018 for a non-commercial law library service.
<p>WSJ: O3 We will provide the resources to support more active case management supporting the go-live of online case tracking (phase 1) and digital case submission (phase 2) of simple procedure cases, through our integrated case management system.</p>	<p>April 19 (reprofiled from Mar 19)</p>	<p>Complete</p>	<ul style="list-style-type: none"> Online case tracking has been fully operational throughout the year – with over half of claimants and a third of respondents opting for online notification over traditional postal methods. As at the end of the financial year all arrangements were in place to support the effective go-live of phase 2 on the revised date of 25 April 	<ul style="list-style-type: none"> Phase 2 of civil online launched successfully on 25 April.
<p>WSJ: O4 We will support the tribunals' judiciary as the major programme of tribunal reform continues – including establishment of the Mental Health and Social Security Chambers of the First-tier Tribunal for Scotland.</p>	<p>Autumn 19 (reprofiled from Apr 19)</p>	<p>Part Delivered – completion in 2019-20</p>	<ul style="list-style-type: none"> Social Security Chamber fully operational, with significant expansion expected over the next two years. The Scottish Government decided to delay the transfer of the Mental Health Tribunal for Scotland until late 2019. Plans to ensure that tribunal administration remains effective upon transfer are well-advanced. 	<ul style="list-style-type: none"> Amber status reflects slippage in transfer date for MHTS due to Government decision. The transfer will be completed during 2019-20.

1. A Well Supported Judiciary (WSJ)

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<p>SCTU: O1 We will build upon the results of our annual Customer Service Excellence (CSE) assessment and biennial Court Users' Survey, using the insights gained to improve understanding of our customers' needs and expectations.</p>	Dec 18	Complete	<ul style="list-style-type: none"> • Full CSE Assessment Report published on SCTS website in October 2018 showing "significant strengths of the SCTS have been maintained and strengthened". • 13" compliance plus" ratings (up 2 from 2017), 42 "full compliance" ratings and 2 partial compliances – (down 1 from 2017). 	<ul style="list-style-type: none"> • Outcome complete for 2018-19. Preparations under way for the 2019 assessment and the 2019 biennial users' survey.
<p>SCTU: O2 We will review our standards of service for victims and witnesses, reporting on delivery against them and considering whether further steps can be taken to support those giving evidence in court.</p>	June 18	Complete	<ul style="list-style-type: none"> • Joint report on standards of service was published on 30 April 2018, in conjunction with COPFS, SPS, Parole Board for Scotland and Police Scotland. • Court familiarisation material produced at Glasgow Sheriff & JP Court, in conjunction with Victim Support Scotland (VSS). 	<ul style="list-style-type: none"> • Outcome complete.
<p>SCTU: O3 Building on the work of the Evidence and Procedure Review we will support the Scottish Government in the development of its Vulnerable Witnesses and Pre-recorded Evidence Bill to reduce further the need for children and vulnerable witnesses to give evidence in court.</p>	Mar 19	Complete	<ul style="list-style-type: none"> • SCTS has supported the Scottish Government throughout the development and Parliamentary proceedings of the Bill, including the publication of a further evaluation report in December 2018 detailing the baseline case volumes to which the legislation may apply. 	<ul style="list-style-type: none"> • The Bill received unanimous Parliamentary support and was passed by the Scottish Parliament on 9 May 2019.
<p>SCTU: O4 We will work with the Scottish Government to implement the recommendations of the review of Adults with Incapacity legislation – ensuring that reforms to the guardianship process improve outcomes for users.</p>	Feb 19	Complete	<ul style="list-style-type: none"> • A response to the SG consultation, incorporating the views of the Sheriffs Principal, was submitted in early May 2018. • SG published summary and analysis of the consultation response in August 2018. • SG has set up working groups to consider further policy proposals. SCTS is represented on these 	<ul style="list-style-type: none"> • Outcome complete to the extent that SCTS can provide advice and support to Government this financial year. We will continue to provide support on the development and implementation of reform through presence at the relevant working groups.

2. Satisfied Courts & Tribunals Users

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<p>SMP: O1 We will review our current reward framework, making best use of available resources to ensure we can attract, develop and retain a high quality workforce.</p>	Feb 19	Complete	<ul style="list-style-type: none"> • 2018 review of reward and annual pay award implemented. • Recruitment of HR Strategic Business Partner: Reward and Recognition completed in February 2019 • IT Pay Supplement Policy agreed. • Gender Pay Gap Report produced and published. 	<ul style="list-style-type: none"> • Outcome Complete
<p>SMP: O2 We will produce a new education and learning strategy to ensure learning continues to be aligned to our corporate goals and embraces new technology as part of the education experience.</p>	Dec 18 <small>(reprofiled from Aug 2018)</small>	Complete	<ul style="list-style-type: none"> • Education & Learning Unit (ELU) established 1 April 2018. • Education Strategy considered by People Committee in October 2018 and signed off by Executive Team in December 2018 	<ul style="list-style-type: none"> • Outcome Complete
<p>SMP: O3 We will continue to develop our approach to blended learning across the organisation, building our virtual learning environment to provide staff with the opportunity to develop their technical and managerial skills.</p>	March 19 <small>(reprofiled from Dec 2018)</small>	Complete	<ul style="list-style-type: none"> • Digital education strand developed as a key element of the Education Strategy. • Head of Digital Education appointed to deliver the digital education agenda. • Refreshed & rebranded virtual digital learning environment successfully launched on 18 March 2019. 	<ul style="list-style-type: none"> • Outcome Complete
<p>SMP: O4 We will develop and launch a new recruitment and resourcing strategy which combines effective processes with a strong understanding of our current and future workforce needs.</p>	Summer 19 <small>(reprofiled from Sep 2018)</small>	Part Delivered – completion in 2019-20	<ul style="list-style-type: none"> • Recruitment and Resourcing Strategy workshops held during October with key stakeholders from across SCTS including the PCS Union, in autumn 2018. • Proposed approach considered by People Committee in October 2018 • Production of strategy delayed due to key staff shortage - draft will now be finalised in 2019-20. 	<ul style="list-style-type: none"> • <i>Strategy now scheduled to be finalised by summer 2019 - current recruitment arrangements will remain in place until new strategy is developed.</i>

3. Skilled & Motivated People

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OUTCOMES	Delivery Date	Status (RAG)	Progress as at: 31 March 2019	Commentary
<p>WME: O1 We will maintain progress on the construction of the new Inverness Justice Centre, working in partnership with justice agencies to ensure we deliver next a next-generation facility for the local justice community.</p>	Ongoing to Autumn 19	Complete	<ul style="list-style-type: none"> • Considerate Contractors Scheme assessed management of the IJC site and community engagement as “exceptional. • New SCTS project manager has maintained progress and focus as the project moves towards the implementation phase. 	<ul style="list-style-type: none"> • Good progress has been maintained on the development of this major capital project throughout 2018-19. As at the end of the financial year the project is expected to complete around the end of 2019, with full occupation expected by spring 2020.
<p>WME: O2 We will open a new integrated Tribunals’ Operations centre in central Glasgow, transferring tribunals’ staff to modern and future proofed accommodation in a central location for all tribunals’ users.</p>	May 18	Complete	<ul style="list-style-type: none"> • Centre successfully opened – with first public hearings in April 2018. • Floor 6 fit-out for the Evidence by Commission suite is complete – it will be fully operational in 2019-20 (see outcome DI 02 on page 6). 	<ul style="list-style-type: none"> • Outcome complete.
<p>WME: O3 We will commence development of enhanced court facilities in Kirkcaldy to improve the experience for court users and staff.</p>	Oct 18	Complete	<ul style="list-style-type: none"> • Planning permission granted and enabling works completed. • Construction works commenced March 2019. 	<ul style="list-style-type: none"> • Outcome complete for the year. The new court complex in Kirkcaldy will be operational by early 2020.
<p>WME: O4 We will continue to meet our challenging carbon reduction targets, realising efficiencies and ensuring we maintain our position as a leading public sector organisation in the field of sustainability.</p>	On-going to Mar 19 <i>(reports quarterly)</i>	Complete	<ul style="list-style-type: none"> • Reduction target exceeded for the year. • “JUMP” programme (employee engagement programme which promotes energy saving initiatives and sustainable travel) piloted at Glasgow Sheriff Court. 	<ul style="list-style-type: none"> • Outcome complete – detailed environmental reporting available at: https://sustainablesotlandnetwork.org/reports/the-scottish-courts-and-tribunals-service

4. A Well-managed Estate

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<p>EBV: O1 We will work with justice partners to increase the use of video links from courts to prisons to improve the management of remote cases and increase the proportion of cases in which those held in custody only attend court when there is a clear benefit in doing so.</p>	Mar 19	Complete	<ul style="list-style-type: none"> In the course of 2018-19 a further 9 sheriff Courts and the preliminary hearing court in Glasgow High Court have been installed with the technical capability to conduct court to prison video links. Usage has been increasing, with over 50% of all full committal hearings conducted by video link on Q3 and Q4 of 2018-19. 	<ul style="list-style-type: none"> Outcome complete.
<p>EBV: O2 We will improve levels of public understanding in the operation of the courts by proactively publishing key datasets on court business on a quarterly basis and by reviewing the SCTS Board performance scorecard.</p>	Oct 18	Complete	<ul style="list-style-type: none"> The first Quarterly Criminal Court Statistics Report was published on SCTS website in October 2018 – placing detailed business performance information into the public domain to the certified “Official Statistics Publication for Scotland” standard. Report now produced and published quarterly. 	<ul style="list-style-type: none"> Outcome complete.
<p>EBV: O3 We will introduce the use of electronic payments as our preferred payment method wherever possible, improving automation and reducing the risk of fraud.</p>	Mar 19	Complete	<ul style="list-style-type: none"> Finance system changes made allowing electronic payments to be used as our preferred payment method in future. Successful system pilots with jurors at Falkirk Sheriff Court and the payment of compensation orders at Stranraer Sheriff Court. 	<ul style="list-style-type: none"> Whilst the outcome has been completed by the introduction of system changes to support electronic payment this year activity to facilitate wider uptake will be pursued in 2019/20.
<p>EBV: O4 Building on the work of the Evidence and Procedure Review we will pilot a programme of “interim measures” to identify reforms to the summary criminal justice system capable of delivering clear improvement.</p>	Autumn 2019 <i>(Reprofiled from Nov 18)</i>	Part Delivered – completion in 2019-20	<ul style="list-style-type: none"> Three pilot courts have been identified as potential candidate courts for piloting a new Practice Note to test system improvements. Scoping and development of the pilots was extended during 2018-19 to ensure they will focus on the areas that will deliver greatest benefit – aimed at resolving cases at the earliest opportunity and reducing the number of witnesses unnecessarily cited. 	<ul style="list-style-type: none"> <i>More extensive pilots now being established, alongside full evaluation frameworks. Business continues to operate under existing procedures until pilots commence.</i>

5. Efficiency & Best Value

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<p>DI: O1 We will continue to invest in our core digital infrastructure through a rolling programme of courtroom technology updates and the installation of Windows 10 across our digital estate, ensuring our infrastructure remains current, efficient and resilient.</p>	<p>Ongoing through 18-19</p>	<p>Part Delivered – completion in 2019-20</p>	<ul style="list-style-type: none"> All 30 scheduled courtroom technology upgrades were completed during 2018-19. Following detailed scoping the installation of Windows 10 has been deferred to 2019-20 to ensure that all systems and services are compatible ahead of the change. 	<ul style="list-style-type: none"> Roll-out of Windows 10 now included as a key outcome in the 2019-20 Business Plan.
<p>DI: O2 We will develop a child and vulnerable witness centre in Glasgow – drawing on best practice, new technology and user insight to create a facility where witnesses can provide their best evidence with the minimum of trauma.</p>	<p>June 19 (reprofiled from Nov 2018)</p>	<p>Part Delivered – completion in 2019-20</p>	<ul style="list-style-type: none"> Construction work completed in November 2018. Facility developed in consultation with a range of user groups, including groups representing child and vulnerable witnesses. “Target Operating Model” developed to ensure effective use is made of the new facility. Evidence Suite Manager recruited. 	<ul style="list-style-type: none"> The facility has taken slightly longer to develop than planned due to delays in the confirmation of funding and the decision to spend extra time in consultation to develop the most effective facility. The Glasgow suite will be fully operational from June 2019.
<p>DI: O3 We will procure and commence development of a unified communications platform that will enhance the efficiency and effectiveness of our communications systems – allowing us to work more flexibly and innovatively.</p>	<p>Mar 19 (reprofiled from Nov 2018)</p>	<p>Complete</p>	<ul style="list-style-type: none"> Procurement and development completed by December 2018. Full roll-out now under way across the organisation following pilots in a range of areas. As at 31 March over 25% of users had migrated to the new system – full roll-out will be completed by summer 2019. 	<ul style="list-style-type: none"> Outcome complete.
<p>DI: O4 We will maintain and develop our cyber security and risk governance arrangements - allowing us to make increasing use of technology whilst minimising the risk to our systems and personal data.</p>	<p>Dec 18</p>	<p>Complete</p>	<ul style="list-style-type: none"> Public Secure Network (PSN) reaccreditation achieved in December 2018. Significant work undertaken to replace/upgrade legacy software and ensure detailed security requirements for Windows 10 roll-out are met. Independent security test of Civil Online Phase 2 successfully completed 	<ul style="list-style-type: none"> Good progress made over the year – work in this area will continue as the risk continues to develop and change.

6. Digital Innovation

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<p>CJB: O1 We will support the vision and priorities of the Justice Board for Scotland – sharing our plans, activities and best practice to ensure a co-ordinated approach to investment and improvement across the justice community.</p>	<p>Justice Board meets through 18-19</p>	<p>Complete</p>	<ul style="list-style-type: none"> Continued positive participation in work of the Justice Board, including SCTS-led sessions on the evidence and procedure review and a cross-agency workshop led by SCTS reviewing the system’s response to severe weather in 2018 Scottish Government-led Victims’ taskforce meeting hosted by Judicial Institute for Scotland in March 2019. 	<ul style="list-style-type: none"> In addition to the national activity detailed SCTS staff have continued to support the work of Local Criminal Justice Boards throughout 2018-19, maintaining relationships across justice partners to ensure that cases are managed effectively.
<p>CJB: O2 We will continue to effectively manage criminal business levels - maintaining an optimum period between first calling and trial diet of 16 weeks in summary business and 8-10 weeks in domestic abuse cases.</p>	<p>Ongoing to Mar 19 (perform reviewed monthly)</p>	<p>Complete</p>	<ul style="list-style-type: none"> National average summary trial waiting periods remained within the optimal levels throughout 2018-19, with the domestic abuse target also met in the vast majority of courts. 	<ul style="list-style-type: none"> Court programmes are kept under periodic review across the country to ensure that resources are being used as effectively as possible.
<p>CJB: O3 We will provide effective administrative support to the Scottish Civil Justice Council (SCJC) and Scottish Sentencing Council (SSC) to allow them to deliver their work programmes.</p>	<p>Ongoing (detailed priorities in SSC & SCJC Plans)</p>	<p>Complete</p>	<ul style="list-style-type: none"> SCJC published its Summary of Responses to the Simple Procedure Rules consultation, and Responses to Consultation on the Case Management of Family and Civil Partnerships Actions in the Sheriff Court. SSC published first Sentencing Guideline, setting out principles and purposes of sentencing – to apply to all sentencing decisions from 26 November 2018. 	<ul style="list-style-type: none"> The SSC and SCJC publish more detailed business plans and reports – these are available at: https://www.scottishciviljusticecouncil.gov.uk/ / https://www.scottishsentencingcouncil.org.uk /
<p>CJB: O4 We will continue to develop proportionate arrangements to manage the potential impact of Brexit to court and tribunal processes and to the organisation more generally, working with other justice organisations to ensure a co-ordinated approach.</p>	<p>¼ review by transition working groups</p>	<p>Complete</p>	<ul style="list-style-type: none"> SCTS working groups have met throughout the year to prepare for the potential impacts of Brexit on both the organisation and the operation of court rules. Brexit preparations reviewed by the SCTS Board in February 2019. Internal audit of preparations also provided assurance on the steps taken to date. Regular discussions with Scottish Government and justice partners ongoing to share information and ensure the system is ready for the impact of any changes caused by Brexit. 	<ul style="list-style-type: none"> The position on Brexit remains uncertain – as such preparations and planning will continue into 2019-20 and for so long as they are required to ensure stability and continuity in the administration of court and tribunal business.

7. Purposeful Collaboration with Justice Partners

RAG Colour Status

Green – Outcome on track. **Amber** – Board to be aware - progress has not proceeded as originally planned - issue being managed by the Executive
Red – Board to consider - may require intervention or decision **White** - Not yet started. **Blue** - Complete **Grey** – closed (cannot be delivered in the year)
 Note - where items are marked as red or amber a short assessment of impact and plans in place to manage delivery is provided.