

SCTS Board Scorecard 2025/26 Q4



Strategic Priority	Measure	RAG Criteria				Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26	Comment
		R	A	G						
1. Well Supported Judiciary	1a. Judicial Satisfaction	Executive team assessment & commentary			G	G	G	G	Judicial satisfaction remains strong. The 2024 Judicial Attitudes Survey had a high response rate, with 96% of salaried judiciary and 79% of fee-paid judiciary responding. The results show that judiciary continue to feel highly valued by court staff, with positive feedback also received through regular liaison meetings. A Judicial Health and Wellbeing Strategy is in place for 2022–2027. There are ongoing challenges relating to tribunal judicial terms and conditions, and SCTS continues to provide support where required.	
2. Satisfied Court Users	2a. SCTS service user satisfaction	Assessment based on most recent survey data			G	G	G	G	Court user satisfaction remains high. The most recent Court User Satisfaction Survey reported overall satisfaction of 92% in 2023, with an average of 80% across the three phased surveys covering jury trials, civil business and summary criminal business. A new survey covering courts, tribunals, the Office of the Public Guardian and Accountant of Court has now been completed, with findings due to be shared with senior leaders. SCTS also achieved its strongest Customer Service Excellence accreditation to date in September 2025, with preparations underway for the next assessment.	
	2b. Delivering our Change Programme	Overall summary of programme delivery status			A	A	A	A	Delivery of the change programme remained Amber throughout 2025–26. Good progress was made overall, but some reform outcomes were affected by workload, capacity and delivery pressures. The main areas under pressure were High Court business, civil digital reform, the Office of the Public Guardian review, tribunal capacity and workforce planning. The position is expected to improve as planned actions take effect, including the senior leadership review, the Change Review outputs and the OPG Strategic Case for Change.	
3. Skilled and Motivated People	3a. Employee engagement	More than 4 indicators Amber or 2 at Red	3-4 indicators Amber or 1 at Red	All indicators Green or 1 - 2 at Amber	G	G	G	G	Employee engagement indicators are all reporting Green. This shows a stable overall position against the measures used in the scorecard.	
	3b. Delivery of development activities	1 or more indicators at Red	2-3 indicators at Amber	All indicators Green or 1 at Amber	G	G	G	G	Development activity indicators are all reporting Green. This indicates that staff learning and development activity remains on track against the scorecard measures.	
4. Sustainable Buildings and Business	4a. Maintaining the estate	More than 5% below required expenditure level	Between 5% above & 5% below required expenditure level	More than 5% above required expenditure level	A	A	G	G	The estate maintenance measure is reporting Green. Projected spend is above the level required to maintain statutory compliance and essential maintenance, with projected spend of £8.68m compared with a required level of £5.30m.	
	4b. Sustainability and carbon reduction	Carbon output 2.5% or more behind reduction target	Carbon output between 0% and 2.5% behind reduction target	Carbon output meeting or exceeding target	G	G	G	G	Carbon performance remains ahead of target and the measure is reporting Green. At the end of Q4, carbon output was 32% ahead of the annual reduction target. Further sustainability projects will continue to support reductions, including recent improvements at Edinburgh High Court, where upgrades included new windows, solar panels and LED lighting controls.	
5. Digital Services	5a. Automated and online transactions	1 or 2 indicators at Red	1 or 2 indicators at Amber	Both indicators Green	G	G	G	G	Automated and online transaction measures are all reporting Green. This indicates continued strong use of digital and automated routes for the services covered by this measure.	
	5b. IT Resilience and Service	Outwith green and amber	Two measures amber or one red	All measures green or only one amber	G	G	G	G	IT resilience and service measures are all reporting Green. This indicates SCTS maintained strong IT service resilience.	
6. Efficiency and Best Value	6a. High Court Business Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red	G	G	G	G	High Court recovery remains Green across all measures. Trial delay is 11.5 months and below the latest modelling projection. Cases concluded are 149% of pre-pandemic levels, and 1,002 trials were scheduled, which is below the latest modelling projection. SCTS will continue to monitor this closely, particularly in light of possible increases in indictments registered by the Crown.	
	6b. Sheriff Court Solemn Business Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red	G	G	A	A	Sheriff Court Solemn recovery is reporting Amber. Trial delay is Green at 4.1 months and cases concluded are Green at 143% of pre-pandemic levels. However, scheduled trials are Red, with 1,078 trials scheduled compared with the modelling projection of 597. This means the overall position remains under pressure despite strong performance on delay and conclusions.	
	6c. Sheriff Court Summary Business Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red	G	G	G	G	Sheriff Court Summary recovery is reporting Green across all measures. Cases concluded are 98% of pre-pandemic levels, the summary waiting period is 2.6 months, and scheduled trials are below the latest modelling projection.	
	6d. Justice of the Peace Court Business	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red	G	G	G	G	Justice of the Peace Court business is reporting Green. Cases concluded are 61% of pre-pandemic levels, reflecting lower business volumes, while the summary waiting period is 2.9 months. Scheduled trials remain below pre-pandemic levels, supporting the overall Green assessment.	
	6e. Civil and miscellaneous business waiting times	More than 4 indicators Amber and/or more than 2 Red	3-4 indicators Amber and/or 2 Red	All indicators Green, or 2 Amber/and or 1 Red	G	G	G	G	Civil and miscellaneous waiting time measures are all reporting Green. This indicates that the basket of civil and miscellaneous business measures remains within the scorecard thresholds.	
	6f. Effective Tribunal Operations	10 or less targets met in the quarter	11 to 14 targets met in the quarter	15 or more targets met in the quarter	G	G	G	G	Tribunal operations are reporting Green overall, although some individual indicators remain under pressure. Two indicators are Red: scheduling hearings within five working days in the Housing and Property Chamber and the Social Security Chamber. Two indicators are Amber: scheduling hearings in the Local Taxation Chamber and acknowledging complete Transport Appeals applications in the General Regulatory Chamber. All other tribunal targets are Green.	
	6g. Office of the Public Guardian Recovery	At least two at Amber and one at Red or two at Red	Two or more indicators at Amber or one at Red	All indicators at Green or one at Amber but no Red	R	R	R	R	The Office of the Public Guardian recovery measure remains Red. Several measures continue to fall below target, including postal and electronic Power of Attorney registrations, guardianship registrations and intervention registrations. Expedited Power of Attorney work and accounts reviewed are reporting Amber. Recovery remains a priority area for continued management focus.	
7. Purposeful Collaboration	7a. Sufficient and effective collaboration over period	Executive team assessment & commentary			G	G	G	G	Collaboration with justice partners remains constructive overall. Working relationships with justice agencies, court users and third sector bodies continue to be generally strong. There are active discussions with the Crown and Faculty of Advocates on the management of solemn business in the High Court. Some challenges remain, including tribunal judicial terms and conditions and Scottish Government proposals relating to the Saughton House data centre, but engagement continues.	
8. Financial Performance	8a. Expenditure profile	Outwith green and amber	Between minus 2.5% & minus 5.0% of forecast	Between forecast & minus 2.5% of forecast	G	R	G	G	The expenditure profile is reporting Green. Total net expenditure is forecast to be £2.7m, or 1.5%, below budget.	
	8b. Fines and fee income	Less than minus 2.5% of forecast	Between minus 2.5% & minus 1.5% of forecast	From over-recovery to minus 1.5% of forecast	G	G	G	G	Fines and fee income is reporting Green. Total fee and fine income is forecast to be £2.5m above anticipated levels.	