

BUSINESS PLAN



2025-26



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Foreword

Malcolm Graham
Chief Executive

It is my privilege to introduce the Scottish Courts and Tribunals Service (SCTS) annual business plan. This plan sets out the environment in which SCTS will operate in 2025-26 and the business outcomes we are seeking to deliver. Over the coming year, our work will be driven by our four key reform areas: Criminal Justice; Civil Justice; Tribunals & the Office of the Public Guardian (OPG) and improving the corporate organisation.

The criminal justice system has faced significant challenges over the past few years. I believe we are rising to those challenges. We have made real progress by working closely with justice partners and implementing innovative solutions. The number of scheduled criminal trials more than doubled during the pandemic to nearly 44,000. Despite a significant and sustained increase in levels of serious cases, this has now been reduced to just over 20,000.



Changes to law, policy and practice mean that we may see in the region of 1,700 high court indictments registered in 2025-26 - an increase of 38% on the prior year. Our budget will not enable us to increase court capacity to match this level. We will continue to work with organisations across the justice system and the Scottish Government to minimise the impact.

Parliament is considering proposals for a sexual offences court, originating from the recommendations in Lady Dorrian's Review of the Management of Sexual Offences. Over the coming year we will develop our plans for how that court will operate, including programming, resourcing, structure and the provision of trauma informed training for all those involved in its work. A key element of the new court will be the use of pre-recorded evidence, supporting vulnerable witnesses by removing the need to attend court. SCTS currently has five Evidence by Commissioner suites in operation, with over 1,000 witnesses having given evidence this way in the past year. A further two suites will be created in the coming year, providing nationwide coverage.

The judicially-led Summary Case Management initiative, which is now being rolled out across all Sheriff Courts, is a strong example of the justice sector working together to improve both efficiency and the experience of all those using the system. The potential of this roll-out is significant, for both SCTS and its partners. Earlier case resolution benefits all involved, freeing up resources, including a large reduction in citations for Police witnesses, increasing those available for the front-line duties, whilst minimising the trauma, inconvenience and delay for victims and witnesses.

Investment in our civil case management system has transformed the way in which civil court business is managed and heard. Over the course of this year we will continue to make progress towards a fully end-to-end digital system for civil business, realising a range of benefits. These include reducing the number of queries dealt with by court staff; providing consistency of process for solicitor firms who litigate in both the Court of Session and Sheriff Courts; providing quicker access to case information for solicitors and improved system and data security.

There will be further expansion of tribunal business in the year ahead. We will continue to expand multi-jurisdictional ways of working, driving efficiencies and user satisfaction. Within the OPG, we completed Phase 1 of a new case management system. This enables faster processing of Power of Attorney applications and will help tackle case backlogs. Phases 2 and 3 will bring online Guardianship, Intervention Orders and Access to Funds workflows into the system. We estimate that, once complete, the system will provide savings of around £900k per year alongside a better service.

Transformation of our estate remains critical if we are to meet the Scottish Government's ambitious target of becoming Net Zero by 2045. In the coming year the Edinburgh Justice Campus (EJC) project will relocate operations currently based at George House in Edinburgh, reducing our carbon footprint whilst realising significant recurring savings.

This plan sets out our ambition to continue to develop and transform. We recognise the need to do so as pressures on the public finances continue to grow. Our financial settlement for the coming year is not sufficient to meet all the priorities we identified - it has therefore been necessary to prioritise. Over the coming year we will continue to discuss the importance of sustained funding with the Scottish Government, ensuring we have a stable budget to provide our services and to meet the levels of business now faced by the system. This will be essential both to maintain public confidence and the rule of law.

As the scale and pace of change remains high I would like to pay tribute to both the judiciary and to all the staff of SCTS who make the system work on a daily basis. We will continue to invest in our people so they have the skills and resilience to work in new ways. We will review our structures and resourcing, to identify improvements, efficiencies and new ways of working that can better deliver our purpose - supporting justice.

Scottish Courts and Tribunals Service

Who we are

The Scottish Courts and Tribunals Service (SCTS) is a non-ministerial office established by the Judiciary and Courts (Scotland) Act 2008. The statutory function of SCTS is to provide administrative support to Scotland's courts, devolved tribunals and the Office of the Public Guardian (OPG).

SCTS has a presence in many of Scotland's communities where court and tribunal business is conducted daily. In total, the estate comprises 71 buildings made up of courts, vulnerable witness suites, tribunals and offices. We operate from 51 distinct locations across Scotland's six sheriffdoms, together with 13 remote video witness sites. Tribunals also make use of some 70 further venues across Scotland for hearings.

SCTS has in place a [framework document](#) that is agreed by the organisation and Scottish Ministers. It recognises the fundamental independence of SCTS and sets out how the organisation will work with the Scottish Government (SG) and key roles and responsibilities of the SCTS Board, Scottish Ministers and senior officials in both SCTS and SG.

In addition to administering Scotland's courts and tribunals, SCTS supports the OPG and Accountant of Court (AOC). 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.

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; and
- Scottish Sentencing Council - which is responsible for preparing sentencing guidelines, and for publishing guideline judgments and information about sentences imposed by the courts in Scotland.

The purpose of 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 2025-26 financial year. It aligns with our [Corporate Plan 2023-26](#) which sets out our strategic priorities and objectives for that three year period. For each year of the corporate plan, SCTS prepares a business plan. This plan explains the environment within which SCTS will be operating for the year ahead and sets the outcomes we aim to deliver across our four key reform areas: Criminal, Civil, Tribunals/OPG and Corporate. We report on performance against key performance indicators in our Board Scorecard. We also prepare and publish an [Annual Report and Accounts](#), a Business Plan Delivery Report and a range of official statistics on our work.

The services we deliver provide access to justice. We put users at the centre of design and delivery, aspiring to meet their changing needs and expectations - using technology to improve the service we offer. To help us achieve the outcomes in this plan, each business unit within SCTS produces its own annual plan, setting out more detailed priorities and activities on which they will focus. All our work is underpinned by our core values of **respect, service and excellence**:

Our values and behaviours

RESPECT	SERVICE	EXCELLENCE
<ul style="list-style-type: none">• Be courteous• Be open and fair• Work as one team	<ul style="list-style-type: none">• Deliver a professional service• Learn in all we do• Set an example	<ul style="list-style-type: none">• Innovate• Collaborate• Be accountable

Our operating environment

Our strategy

Our strategy map illustrates our purpose, values and strategic priorities. It also illustrates how these priorities support the wider outcomes set in Scotland's [National Performance Framework](#).

SCTS Strategy Map



In order to deliver successfully on these priorities the way in which we approach our business is critical. Whilst independent, we work collaboratively with the Scottish Government, the Justice Board for Scotland, and a broad range of justice agencies. The [Vision for Justice in Scotland](#), published in 2022, provides a common focus for all involved in the delivery of criminal and civil justice. Our work supports the delivery of its outcomes and goals (which are summarised at [Annex A](#)).

Our operating environment

Our work in context - summary of achievements

Scotland's courts, tribunals and the Office of the Public Guardian continued to experience significant growth and development over the past year. During 2024-25, we remained committed to the effective prioritisation of resources – ensuring that we continued to deliver on the vision set out in our [Corporate Plan 2023-26](#) and our purpose of 'supporting justice'. A number of significant changes and service improvements were delivered during 2024-25:

- **Criminal Court Case Growth** – the increased criminal court capacity, that was initially put in place to address case backlogs caused by the pandemic, has led to a reduction in the level of scheduled trials from nearly 44,000 to just over 20,000. This has been achieved while managing a sustained increase in solemn business levels which were 27% higher in 2024-25 compared to 2021-22.
- **Expanding Evidence by Commissioner (EbyC) Facilities** – SCTS created a 5th bespoke EbyC suite in Dundee in 2024 - the other four facilities are located in Aberdeen, Glasgow, Inverness and Edinburgh. These facilities are supporting the most vulnerable witnesses to pre-record their evidence in advance of trial (approximately 1,000 witnesses gave evidence in this way during 2024-25).
- **Remote Provision of Evidence** - within the High Court, we have introduced the capability for Police and expert witnesses (mainly medical and forensic) to give evidence remotely – helping cut down on travel and reduce time spent away from their crucial core duties. Approximately 44% of such witnesses have given their evidence remotely in 2024.
- **Summary Case Management (SCM) Improvements** – the final evaluation of the SCM pilot was [published](#) on 20 September 2024. The report reveals that more than 500 summary trials did not require to be fixed as a result of the pilot, scheduled trials in pilot courts reduced by 31% and 18,000 witness were not required to be cited. A national rollout is now underway.
- **Civil Integrated Case Management System (ICMS)** - ICMS became the single case management system for all live Court of Session cases in November 2024, removing the need for staff to work with 2 systems. This development represents the latest milestone in the ongoing journey towards fully digital services within the Court of Session.
- **Sheriff Court Civil Business** - following upgrades to Civil Online during 2024 (the system for electronically lodging and tracking civil cases) it is now possible for solicitors to lodge and track approximately 60% of all civil court actions online.
- **Tribunal Hearings** - over the course of the past year, in collaboration with tribunals' judiciary, we increased the number of in-person hearings and embedded a hybrid hearing model - increasing flexibility for service users to ensure they can access the hearing type most suitable for their needs.
- **Office of the Public Guardian** – Phase 1 (Power of Attorney) of the new OPG Case Management system went live in January 2025. Phases 2 and 3, which will bring Guardianship and Accountant of Court cases onto the new system, will be delivered in 2025-26.
- **The new SCTS Corporate Website** - was designed in response to research and feedback from users,. It launched on 23 July 2024. The aim is to make it easier for people to find information and to be more accessible for all.
- **Sustainability** – SCTS developed and published a new [Sustainability Strategy](#). It details how our work to support justice can be done in a way that uses resources most efficiently and makes a substantial contribution to tackling climate change. SCTS has also achieved [Carbon Reduce](#) certification, an internationally recognised carbon reduction programme.
- **Equality** – SCTS achieved the [Employers Network for Equality and Inclusion \(enei\)](#) Gold award in this year's Talent Inclusion and Diversity Evaluation (TIDE) benchmarking exercise. Enei is the leading employer network promoting equality and inclusion in the workplace.
- **Trauma Informed Approaches** - SCTS is committed to becoming a trauma-informed organisation. Our Education and Learning Unit is supporting the delivery of trauma informed practice training. Working in conjunction with NHS Education for Scotland, Trauma-Informed Justice practice training e-module (Level 1), which is mandatory for all staff to complete, was formally launched on 6 November 2024.
- **Staff wellbeing** - SCTS has trained over 50 staff to become Mental Health First Aiders (volunteers who have attended an accredited course and are willing to have confidential and non-judgmental conversations regarding mental health).

Criminal justice reform

Key reform areas

Scotland's courts and tribunals provide the forum in which citizens can assert their rights. The reforms SCTS has undertaken and is embarking on, in collaboration with others in the justice and third sector, help to shape and improve the performance of the system. The justice system in Scotland continually develops in response to wider changes in society – including the financial climate, demographic changes and climate change threats.

Our high-level priorities are set out in the [Corporate Plan 2023-26](#). We also have key corporate strategies covering people, estates and digital development, setting our priorities in these core supporting areas. This Business Plan sets out our key priorities for the coming financial year – focusing on our 4 key reform areas:

- Criminal Justice
- Civil Justice
- Tribunals and the Office of the Public Guardian
- Corporate

An overview of our work in these areas is provided from pages 8-16, with specific organisational outcomes for each of these areas set out at pages 22-25. In setting the outcomes for the year ahead our ambition is both to innovate and deliver our services in the most efficient way, by funding investment in projects to create future savings and enhance the experience of those using our services. Our ambition is set against a backdrop of increasing case volumes and a tight budget settlement. Whilst the challenge is significant, we continue to focus on supporting our people and developing more effective and efficient services to support justice.

Criminal Justice - Legislative Agenda in 2025-26

An efficient, digitally enabled system that meets the needs of those involved is central to our criminal justice reform agenda. Legislative change is required to achieve aspects of this. The majority of the temporary measures relating to criminal proceedings in the [Coronavirus \(Recovery and Reform\) \(Scotland\) Act 2022](#) have been extended to the end of November 2025. The [Criminal Justice Modernisation and Abusive Domestic Behaviour Reviews \(Scotland\) Bill](#) has been introduced and seeks to make some of the measures in the 2022 Act permanent – such as allowing the use of electronic signatures on court documents and supporting the continuation of remote and virtual court hearings. It also makes provision for the use of images in place of physical evidence, which will support the roll-out of Digital Evidence Sharing Capability (DESC). If enacted, it will enable SCTS to continue to take innovative approaches to conducting our business. It is essential that we continue to build on the progress we have made and that we explore how cases can be most effectively managed to meet the range and volume of business we face – whilst continuing to improve the experience of victims and witnesses.

The review in relation to the **management of sexual offence cases**, led by the then Lord Justice Clerk (Lady Dorrian), published its Final Report on 18 March 2021 and made a number of recommendations, including the presumption of the pre-recording of evidence; the creation of a specialist sexual offences court; improving the experiences of complainers; taking steps to enhance juries' involvement; and considering a time limited pilot of rape cases being presided over by a single judge with no jury. **The Victims, Witnesses and Justice Reform (Scotland) Bill** is taking forward some of the proposals of this review and is currently at Stage 2 in the Scottish Parliament. The Cabinet Secretary for Justice and Home Affairs has [announced](#) that the Scottish Government intend to bring forward amendments to address matters raised at Stage 1 in relation to the single judge pilot, jury reforms and the Sexual Offences Court. This includes the removal of the pilot for a single judge with no jury. We will continue to monitor the Bill closely as it progresses through the Scottish Parliament – making preparations for the reforms it will enable.

The **Bail and Release from Custody (Scotland) Act 2023** makes numerous changes to provisions relating to bail, including requiring the court to record further information on bail decisions, amending the general entitlement to bail and limiting the reasons for which bail can be refused. There are provisions which allow for further input from community justice social work prior to decisions on bail. It also includes changes to the arrangements for the release of prisoners. We anticipate the remaining provisions of Act will commence during 2025-26 and we will work with justice partners and Scottish Government to ensure effective implementation.

We expect further legislation to be introduced in early 2025 including a Bill following on from the [consultation](#) in relation to misogyny law.

Criminal justice reform

Key reform areas

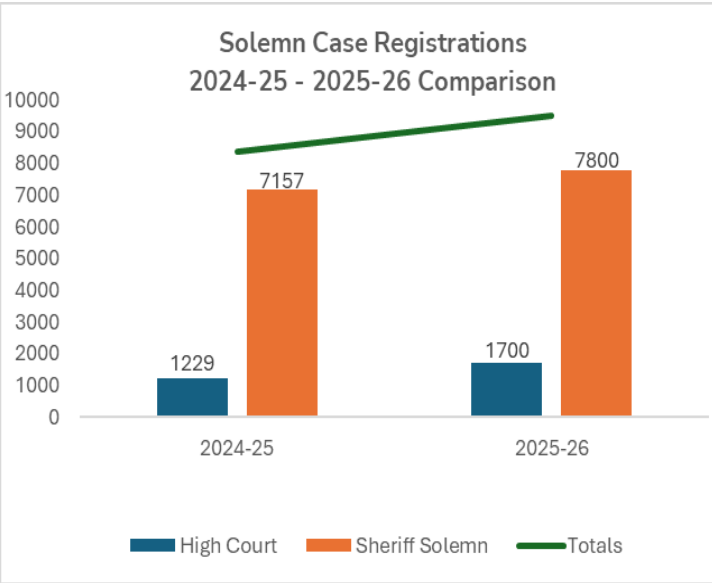
Managing Criminal Caseloads

SCTS has operated an increased number of criminal courts since September 2021. Initially this was to address backlogs that were generated by the pandemic. These have been largely addressed. The aim was to return to a position where the number of scheduled trials across all criminal business types is below 20,000 – as this represents a manageable level of workload for the system. Since the increased court capacity has been in place, scheduled trials have reduced by over 23,000 from their peak level and now sit at just over 20,000 – reducing the waiting times that victims, witnesses and accused need to manage ahead of any trial. This has been achieved while managing a sustained increase in solemn business levels, which were 27% higher in 2024-25 compared to 2021-22



Over the coming year, SCTS is facing exceptional business pressures in relation to more serious criminal cases, where case registrations continue to rise. Legislative changes that we anticipate will come into force this year, along with recent court judgements relating to corroboration, practices in the justice system and wider culture have the potential to increase significantly the level of solemn case registrations in 2025-26. Each solemn case requires significantly greater levels of preparation and resource for the courts (and the parties involved) when compared with summary cases.

The Scottish Government announced in September 2024 that the temporary extension to criminal procedure time limits, introduced in 2020 in recognition of the fact that the pandemic had hindered the justice system's ability to progress cases, should be reinstated. One of the time limits that we expect to be re-instated from November 2025, is the time between an accused's first appearance on petition and preliminary hearing or first diet, and the time between the accused's first appearance on petition and trial. Changes in the approach taken by the Crown, including the impact of the 2023 Criminal Appeal Court judgement on the law of corroboration, may further increase the level of petitions and subsequent solemn indictments.



It is estimated that SCTS could receive in the region on 1,700 High Court indictments in 2025-26, an increase of 38% on 2024-25. Sheriff Solemn case registrations are estimated to rise by around 9% in the year ahead.

Our budget allocation for 2025-26 does not enable us to scale up the number of High Court trials we are able to run to match the level of new cases that may be registered. However, we are working with other justice organisations to minimise the impact of the changes to criminal procedure time limits and other changes that are likely to result in an increase in the level of indictments being registered. There is a limit to what can be achieved. The resources SCTS has at its disposal to manage criminal cases are finite, as are resources across the broader justice sector.

Criminal justice reform

Key reform areas

Summary Case Management

The Summary Case Management (SCM) Pilot commenced at Dundee, Hamilton & Paisley Sheriff Courts in September 2022. In January 2024, the pilot was extended to domestic abuse cases in Glasgow Sheriff Court and, in May 2024, to domestic abuse cases in Perth Sheriff Court. The final evaluation of the pilot was published on 20 September 2024. In the 19 months of the pilot, the following outcomes were achieved:

- Approximately 530 summary trials did not require to be fixed. If SCM had been in place at a national level, it is estimated that 3,270 trials would not have been fixed;
- SCM mitigated the impact of higher levels of complaints registered in 2023-24 (14% increase when compared to the previous year). The volume of outstanding scheduled trials reduced by 31% in the pilot courts, whereas they increased by 10% in the non-pilot courts;
- 18,000 witnesses were not cited or recited due to SCM. Of this, approximately 11,000 were police witnesses. If SCM had been in place at a national level, a further 89,000 witnesses would not have required to be cited or re-cited. Of these, approximately 50,000 would have been police witnesses.

The potential system improvements and efficiencies of a wider roll-out (for both SCTS and its partners) are significant. For example, savings being secured by the reduction in citations for Police witnesses, providing the opportunity for additional police resource to be invested in front-line duties and in supporting officer wellbeing. Other benefits include minimising the trauma, inconvenience and delay for victims, witnesses and accused when cases can be resolved ahead of trial; earlier engagement with victims in domestic abuse cases improving their experience; increased confidence in the criminal justice system; and a positive impact on criminal justice journey times.

In January 2025, SCTS announced that arrangements were being put in place for the roll-out of SCM across Scotland over the coming year. Ensuring this is successful will be a key priority for SCTS. A Practice Note was issued by the Lord Justice General, which sets out the detail of the SCM approach and the timescales that will apply to its roll-out.

Improving the Management of Sexual Offence Cases

SCTS now has bespoke Evidence by Commissioner facilities in Aberdeen, Glasgow, Inverness, Edinburgh and Dundee. These facilities are accommodating an increasing number of commissions, supporting the most vulnerable witnesses to pre-record their evidence in advance of trial (approximately 1,000 witnesses gave evidence on commission in 2024-25).

These suites create safe, managed, trauma-informed environments where witnesses are supported to provide their best evidence as early as possible. Experience shows that allowing child and vulnerable witnesses to pre-record evidence reduces stress and the risk of re-traumatisation. While these suites cater for the vast majority of cases, there are vulnerable individuals for whom joining the EbyC hearing from an external venue is preferable, such as hospitals or from another country. To facilitate this, SCTS has developed a technical solution that enables witnesses to link directly through WebEx into our evidence suites from outside the SCTS estate.



In the 2024-25 budget settlement SCTS secured capital funding to support the creation of a further two EbyC suites. Work to finalise the new suites will be completed over the course of this year. The two new suites will cover the North Strathclyde and South Strathclyde, Dumfries & Galloway Sheriffdoms. They will add to the five existing suites, ensuring there are suites in each Sheriffdom across Scotland from April 2026 onwards. The creation of these new suites supports a key recommendation from Lady Dorrian's review into improving the management of sexual offence cases – that a national sexual offences court should be created and a core feature of cases heard in that court should be the pre-recording of the evidence of all complainers.

Many of the recommendations from Lady Dorrian's review require new legislation. We continue to work closely with the Scottish Government during the passage of the Victims, Witnesses, and Justice Reform (Scotland) Bill to ensure SCTS has measures in place to support new legislation once enacted.

Criminal justice reform

Key reform areas

Trauma Informed Domestic Abuse Court Model

The roll-out of the first trial court, adopting a trauma informed model for managing domestic abuse cases, is scheduled to commence in Aberdeen in the first quarter of 2025-26. The model covers the complete journey of a case through the court with all steps observing a fully trauma informed approach. The aim is, initially, to roll-out the new model across Grampian, Highland and Islands. The approach that will be implemented will enable focussed use of community justice resources, with benefits for both victims and the accused (particularly those subject to stringent bail conditions).

The model proposes the use of increased judicial case management by designated specially trained sheriffs, specialist prosecutors, and support for solicitors to undertake trauma informed training. Importantly, evidence from the police and medical professionals will be given remotely. This will enable them to continue with their essential duties as opposed to travelling to, and waiting in, court and the costs associated with that. It will also promote and effectively focus resources that can provide bespoke community remedies including access to schemes such as the Caledonian Programme, combined with a problem solving approach to bail, remand and sentencing. The success of this initiative will be dependent on support from a range of agencies and the legal profession, as we seek to introduce new ways of working to improve our service.

Open Justice

The Scottish justice system has a longstanding commitment to open justice, ensuring that justice is not only done, but seen to be done. A key element is that proceedings are heard and determined in public. With the public embracing technology in an ever-increasing way, the ways in which we can open up the courts are evolving. In recent years we have commenced the livestreaming of significant civil appeals - between June 2023 and February 2025 61 hearings were livestreamed, attracting over 323,000 viewers to the SCTS livestream website pages. Over the course of 2025-26, we will extend livestreaming into the Criminal Appeal Court, enhancing the understating of the court system and its processes.

Streamlining the Jury Process and Remote Provision of Evidence (RPE)

In addition to the priorities outlined above, we also have ambitions to deliver much needed changes to the way in which we interact with jurors, and to expand the use of remote provision of evidence for Police and expert witnesses. However, the initial funding we have received from the Scottish Government for the coming year will not enable us to commit resources to these areas at present. We continually review our budgets and spending plans and, should funding become available, we will seek to make progress in these areas.

Jurors make up the largest group of customers that SCTS has, with over 700,000 members of the public receiving a jury citation in each of the past 2 years. Without the attendance of jurors', solemn criminal business could not proceed. For most jurors this is the only interaction they have with the justice system.

The current jury process is largely manual, requiring significant administrative input. Our goal is to transform that system by developing an automated digital jury portal. This would support the end-to-end jury process from initial registration to payment of expenses – leveraging investment already made in our digital expense payments system. Such a system would significantly reduce the time spent by operational staff on repetitive manual tasks, increase the frequency and quality of communication with jurors and free up time through automated excusal requests for those disqualified or ineligible.

Within our High Court, we introduced the capability for Police and expert witnesses (mainly medical and forensic) to give evidence remotely – helping cut down on travel and reduce time spent away from their crucial core duties. In August 2024, the utilisation of RPE in the High Court surged to 64% as a share of all police and professional evidence heard, with a cumulative average of 44% since May 2024.

Our ambition for the coming year is to introduce RPE into our Sheriff Solemn courts. By enabling witnesses to present evidence remotely we are providing options that create real efficiencies for Justice Partners, in particular Police Scotland, which will support their commitment to strengthening the frontline and maintaining trust and confidence in policing. It will reduce the need for travel, eliminate waiting time at court and ensure that police and other experts can remain where they usually do their work.

Civil justice reform

Key reform areas



Civil Justice - Legislative Agenda in 2025-26

The Domestic Abuse (Protection) (Scotland) Act 2021 introduces new domestic abuse protection notices and orders. It also creates a new ground on which a social landlord can apply for recovery of a house from a perpetrator of domestic abuse with a view to transferring it to the victim or, where the perpetrator and victim are joint tenants, to end the perpetrator's interest in the tenancy and enable the victim to remain in the family home. SCTS will continue to work with the Scottish Government and other justice partners to ensure the provisions, which have the potential to require a number of new court processes, can be implemented effectively. We expect that Part 2 of the Act will be commenced in winter 2025 along with changes being introduced by the [Housing \(Scotland\) Bill](#) which was introduced to the Scottish Parliament in March 2024. These changes include protections for tenants, preventing homelessness, and other housing matters. We will work with the Scottish Government to implement these provisions.

A number of changes in court rules are also currently under consideration by the [Scottish Civil Justice Council](#) (SCJC). Work has commenced on Simple Procedure Special Claims Rules and the extension of Simplified Divorce/Dissolution (to include actions where there are children under the age of 16 in the family and suitable arrangements for their welfare have been agreed). We will work with the SCJC to implement these changes, and support other activity following consultations on electronic walls of court and modernising the signet. These will allow digital innovations to continue to be used when the provisions in the [Coronavirus \(Recovery and Reform\) \(Scotland\) Act 2022](#) expire.

The Children (Scotland) Act 2020, along with the Scottish Government's Family Law Modernisation Strategy, propose substantial changes to how family proceedings operate in Scotland's courts. The Act aims to ensure that: the views of the child are heard in contact and residence cases; that provisions are in place to further protect victims of domestic abuse and their children; and that the best interests of the child are at the centre of contact and residence cases and Children's Hearings. Should these provisions be implemented in the course of 2025-26 we will work with the Scottish Government to ensure they are effective.

Civil justice reform

Key reform areas

Digitising Civil Process

One of our Corporate Plan objectives for 2023-26, is to transform our civil justice system by developing a fully digital end-to-end service across all civil business types – increasing flexibility, efficiency and resilience.

Investment in our civil case management system in recent years has transformed the way in which civil court business is managed and heard. By the end of the 2024-25 business year, we anticipate it will be possible to electronically lodge and track the progress of 60% of civil business across the Sheriff Courts – increasing efficiency and easing the process for solicitors and party litigants. We will have completed the migration of all active legacy case data into our new case management system (ICMS) for the Court of Session, and legal professionals will be able to track 90% of all business online. A modern and effective civil litigation system promotes effective dispute resolution – and helps make Scotland a more attractive proposition for inward investment.

As we continue to make progress towards a fully end-to-end digital system for civil business, a range of benefits are being realised. These include reducing the number of queries/requests dealt with by court staff; providing consistency of process for solicitor firms who litigate in both the Court of Session and Sheriff Courts; providing quicker access to case information for solicitors and improved system and data security.

Completing that transformation remains a key priority, however it is dependent upon sustained financial support. During 2025-26 our aim is to provide solicitor firms with the ability to submit all documents that are required for a civil action electronically in the Court of Session. We will also aim to extend the use of online services in the Sheriff Court by enabling the bulk submission of ordinary actions (civil cases where the value of the claim exceeds £5,000 - cases under this value can already be submitted in bulk) and enabling miscellaneous case types to be lodged electronically.

Assisted Digital Support

As we continue to enhance ICMS, we will ensure any new services are delivered in line with [Digital Scotland Service Standards](#). A key element of meeting the service standards is providing a service that everyone can use. This includes those with disabilities, those who have no access to the internet and those who may lack the skills or confidence to use it. As new services are developed we will ensure that these standards are integrated.

Developments in the Law

Each autumn the Scottish Government publishes its [Programme for Government](#). This details the actions the Government intends to take in the coming year and beyond. It includes a legislative programme for the next parliamentary year to drive forward change and improvement. The Scottish Civil Justice Council (SCJC) prepares draft rules of procedure for the civil courts and advises the Lord President on the development of the civil justice system in Scotland.

SCTS must ensure that its systems and processes keep up to speed with legislative changes and new rules of court. We work closely with both the Scottish Government and the SCJC to plan for and manage the implementation of proposed changes. We have a dedicated legislation and information team to ensure that SCTS understands and is able to respond to legislative changes, regulations and business practices impacting the courts – based around management information, analytical services and robust change management processes, as many changes can require quite significant planning and development to successfully deliver.

Tribunals and Office of the Public Guardian reform

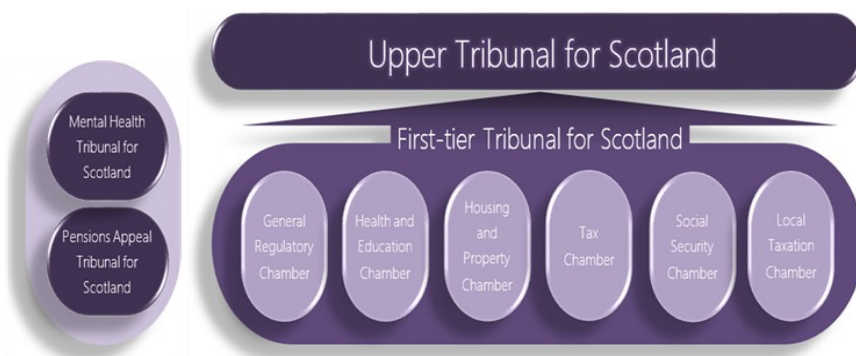
Key reform areas

Tribunals growth and expansion

The First-tier Tribunal for Scotland comprises the Housing and Property Chamber (HPC), Health and Education Chamber (HEC), Tax Chamber (TC), Social Security Chamber (SSC), Local Taxation Chamber (LTC) and General Regulatory Chamber (GRC).

The transfer of the Mental Health Tribunal for Scotland (MHTS) into the Mental Health Chamber of the First-tier Tribunal for Scotland has been further delayed and a prospective date of transfer is awaited from the Scottish Government. Proposals for the devolution of the administration of Reserved Tribunals to SCTS remain on hold, pending agreement of any transfer between the UK Government and the Scottish Government.

Under the leadership of the President of Scottish Tribunals and the Lord President, tribunals reform will continue during 2025-26. Workloads are set to grow in both the First-tier Tribunal and Upper Tribunal for Scotland, supporting the vision of providing judicially-led tribunals that are modern, efficient and user-focused. Ensuring that the judiciary, staff, systems and resources are in place to manage expansion and increasing case volumes remains a key priority.



In 2025-26, there will be further expansion in the GRC with the anticipated transfer of the Police Appeals Tribunal and preparation for the addition of Visitor Levy Appeals (expected January 2026). Within the SSC, we anticipate the launch of new benefit types including Pension Age Winter Heating Payment and Pension Age Disability Payment with a subsequent rise in appeals being lodged.

Carried forward from last year, we expect changes to the rules of procedure for the Pensions Appeal Tribunal Scotland, which are likely to impact on application timescales. The SSC also continues to expand as the volume of Adult Disability Payment appeals increases.

Application volumes in the MHTS continue to grow steadily, averaging an annual increase of 3-4%. Application volumes continue to fluctuate in the HPC for applications relating to rent, evictions and landlords seeking access to properties and we expect further increases when the Housing Reform (Scotland) Bill is fully implemented. The HEC is anticipating a 40% growth in applications between 2022-23 and 2025-26. Caseloads for the LTC remain uncertain and we will continue to monitor activity throughout the year.

Target Operating Model

As the pace of legislative change within Scottish Tribunals reduces but workload volumes continue to grow, we will look to consolidate and improve our Target Operating Model. We will improve access to the specialist jurisdictions of Scotland's devolved tribunals by establishing a hearings strategy that makes best use of digital case management and a combination of both in-person and virtual proceedings.

Our goal is to support user preference and increase flexibility for both our service users and judiciary - providing the right hearing modality with sufficient flexibility to support accessible, efficient and effective outcomes.

Tribunals and Office of the Public Guardian reform

Key reform areas

OPG Legislative Agenda

Following the review of Mental Health & Incapacity Law in Scotland, which published its findings in September 2022 and the publication of the subsequent delivery plan for the Mental Health & Capacity Reform Programme in 2024, the Scottish Government has conducted a consultation to amend the Adults with Incapacity (Scotland) Act. This closed in October 2024 and a draft Bill is expected during this business year. OPG will work closely with the Scottish Government to manage the impact of any changes on OPG and the services it provides.



Office of the Accountant of Court

The Judicial Factors (Scotland) Bill passed stage 3 of the Parliamentary Bill Process in December 2024 and is expected to receive Royal Assent in early 2025. This Act will implement the Scottish Law Commission's recommendations to reform and modernise the law around the appointment and supervision of judicial factors. It consolidates and updates the various Judicial Factors Acts, dating from 1859 to 1889, plus related legislation, and aims to put in place an updated and comprehensive regime in this area of the law. The Act will have a direct impact on the work of the Office of the Accountant of Court.

OPG Digital Transformation

OPG is in the process of reforming its digital services. This work will continue throughout the business year. Our aim is to deliver a digital-first, responsive, user-centred service that is efficient and easily accessible.

The first stage of this project is the development of a modern case management system, which will improve efficiency, resilience and security. There is a pressing need to overhaul the OPG's outdated case management system, Sigma, to support of a new, business model that will improve efficiency, resilience and security.

The project is due to be delivered over three phases. The first phase, which will enable faster processing of Power of Attorney applications, was launched in January 2025. This will help reduce the current backlog of cases. It is estimated that the project, once all phases are delivered, will provide savings in the region of £900k per year, alongside significant service improvements, and a more stable, resilient system.

By the end of this business year, we intend to have developed and deployed the new case management system on a phased basis. In addition to processing all Power of Attorney applications, phases 2 and 3 will bring online Guardianship, Intervention Orders and Access to Funds workflows into the system. This will support the creation of an online, secure, 24/7 Public Register in future, through which members of the public and stakeholders will be able to access information on orders made under Adults with Incapacity legislation. The new platform will allow online amendment of existing POAs, online submission of guardianship documents and accounts through a web portal, the introduction of verification codes and increased safeguards across the business.

Corporate reform

Key reform areas

Digital Infrastructure—Supporting the Delivery of Reform

Key to the success of all our digital reforms is a robust and reliable network. Upgrades carried out to our network over recent years have enabled us to significantly expand the range of digital services we provide. For example - the live streaming of civil hearings, which is enabling us to open up the courts to a wider audience - has been facilitated by both network investment and a refresh of the hardware available within the courtroom. Between June 2023 and February 2025 some 61 significant hearings were live streamed, attracting over 323,000 viewers. Within our High Court, we have introduced the capability for Police and expert witnesses (mainly medical and forensic) to give evidence remotely – reducing travel and time spent away from their crucial core duties. We have also introduced the capability for vulnerable witnesses to link directly through WebEx into Evidence by Commission suites from outside the SCTS estate. All of these initiatives require a robust and reliable network, ensuring hearings are not disrupted due to technology issues.

Over the course of this business year we will continue to upgrade our network connectivity, Wi-Fi provision and courtroom technology to support the delivery of new initiatives and the continued expansion of current digital services.

Edinburgh Justice Estate Rationalisation

The Edinburgh Justice Campus (EJC) project aims to reduce our carbon footprint and the costs of maintaining and running the estate. In the coming year we will relocate operations currently based at George House in Edinburgh (which SCTS leases) reducing the SCTS carbon footprint, and releasing significant recurring savings.

To facilitate the exit, works were completed to accommodate the Scottish Land Court and the Lands Tribunal for Scotland within Parliament House in early 2025. The reconfiguration of existing space within Edinburgh Sheriff court to accommodate the Tribunals based in George House, including hearing rooms, will commence from April 2025 and is due to be completed in 2025-26. SCTS is aiming to vacate George House by August 2026.



Artificial Intelligence

A new 'Automated Transcription Service' pilot, using Artificial Intelligence (AI) to support the production of transcriptions for use by the judiciary in Evidence by Commissioner hearings concluded in January 2025. The accuracy rate of the transcriptions was greater than 99% in test cases and transcription turnaround times were measured in minutes.

Following the success of the pilot, we will explore the use of AI technology to transcribe the charge of the jury and verdict, and transcripts under section 21 of the Criminal Justice (Scotland) Act 2003 (sexual offence cases, which, in the opinion of the court, disclose a significant sexual aspect to the accused's behaviour).

As a first step into using AI for the transcription of criminal hearings more widely, these particular elements of a hearing have been chosen because they are relatively concise. The resource requirement for human quality assurance/certification is therefore more manageable as we continue to develop. The approach will allow us to measure the resource requirement to support certification and facilitate the development of a fully costed business case for scaling the use of AI in the transcription of other parts of a hearing. While there are a range of legislative and logistical challenges to overcome in order to make the most effective use of these emerging technologies their potential is significant - SCTS will work with both the Scottish Government and agencies across the justice sector to explore and exploit their further development.

Corporate reform

Key reform areas

Taking a Trauma Informed Approach

There is widespread acknowledgement that the way in which complainers and witnesses experience the justice system can sometimes exacerbate the impact of prior trauma. A key goal for SCTS is to enhance the services we provide by becoming a trauma informed organisation. We are continuing to work with partners, including the Scottish Government, members of the Victims Taskforce and NHS Education for Scotland, to implement the Knowledge and Skills Framework for Trauma Informed Justice.

Our Education and Learning Unit (ELU) is supporting the delivery of trauma informed practice training in line with the Framework. The first tranche of training – trauma informed organisational leadership, was rolled out to our Executive Directors and Senior Managers, from December 2023. Working in conjunction with NHS Education for Scotland (NES), e-Learning training modules were rolled out over October to cover the skills at level 1 of the Justice Framework. The Level 2 e-learning was launched in February 2025. Face-to-face training is also available for staff to attend for levels 2. For staff that require trauma enhanced level training (level 3), this will be delivered from quarter 1 of 2025 onwards.

Our ELU is also working closely with colleagues in the Sheriff and Justice of the Peace Courts on a project to provide operational court staff with direct access to comprehensive legislative and best practice guidance - helping them carry out their roles effectively and promoting consistency of practice. This takes the form of a comprehensive review, update, and refresh of current operational manuals.

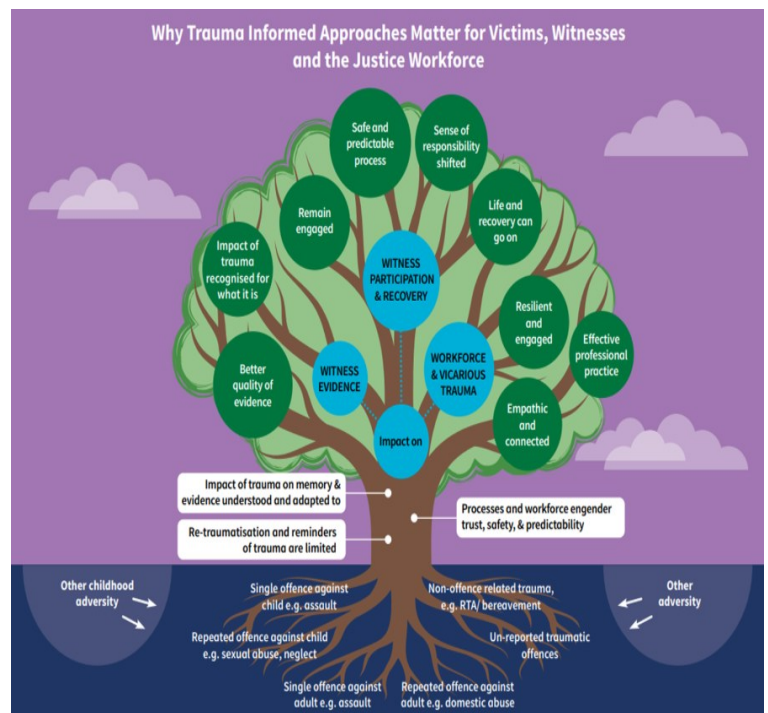
Once the project is complete it will provide a 'one-stop-shop' for legislative and best practice guidance, with direct links to legislation, procedural forms, sample documents and step-by-step desk instructions on processing particular areas of work.

Organisational Development and Change

SCTS has undergone rapid digital transformation in recent years, with the pandemic accelerating the process. Our service users are continually seeking to do business with us in new ways - often involving remote access and digital services. The rise in the use of new tools, including artificial intelligence, is set to continue. With all this in mind the need to continually adapt our services, providing more choice and achieving efficiencies will remain crucial over the coming years - particularly in view of an ever-tightening financial situation for the public sector.

The preceding pages have described what we will focus on over the coming year - but how we do it is every bit as important. Over the past few years we have invested in a new approach to the development and delivery of change, adopting an agile methodology which seeks to maximise the use of digital services to increase efficiency whilst improving service. Over the course of this year we will evaluate the approach and develop our change programme in tandem with the resource available to us, prioritising those changes that will deliver the greatest benefit.

As the scale and pace of change remains high we need to ensure that our people are informed, prepared and skilled for doing things in new ways. This will require good planning, flexibility and resilience - combining organisational change programmes with a focus on continuous improvement across the organisation, recognising that the best improvements are often identified by those working in a particular area. We will continue to assess organisational structures, resourcing and ways of working, to identify improvements, efficiencies and new ways of working that can better deliver our purpose - supporting justice.



Our financial environment

Budgets and investment

The Scottish Government’s baseline budget for SCTS has been set at £177m in 2025-26. In addition to that baseline allocation, in-year funding from the Scottish Government is estimated to be £38m (detailed at Annex B) - giving a total net budget of £215m.

Further detail on the 2025-26 financial plan is provided at [Annex B](#) (p26-27)

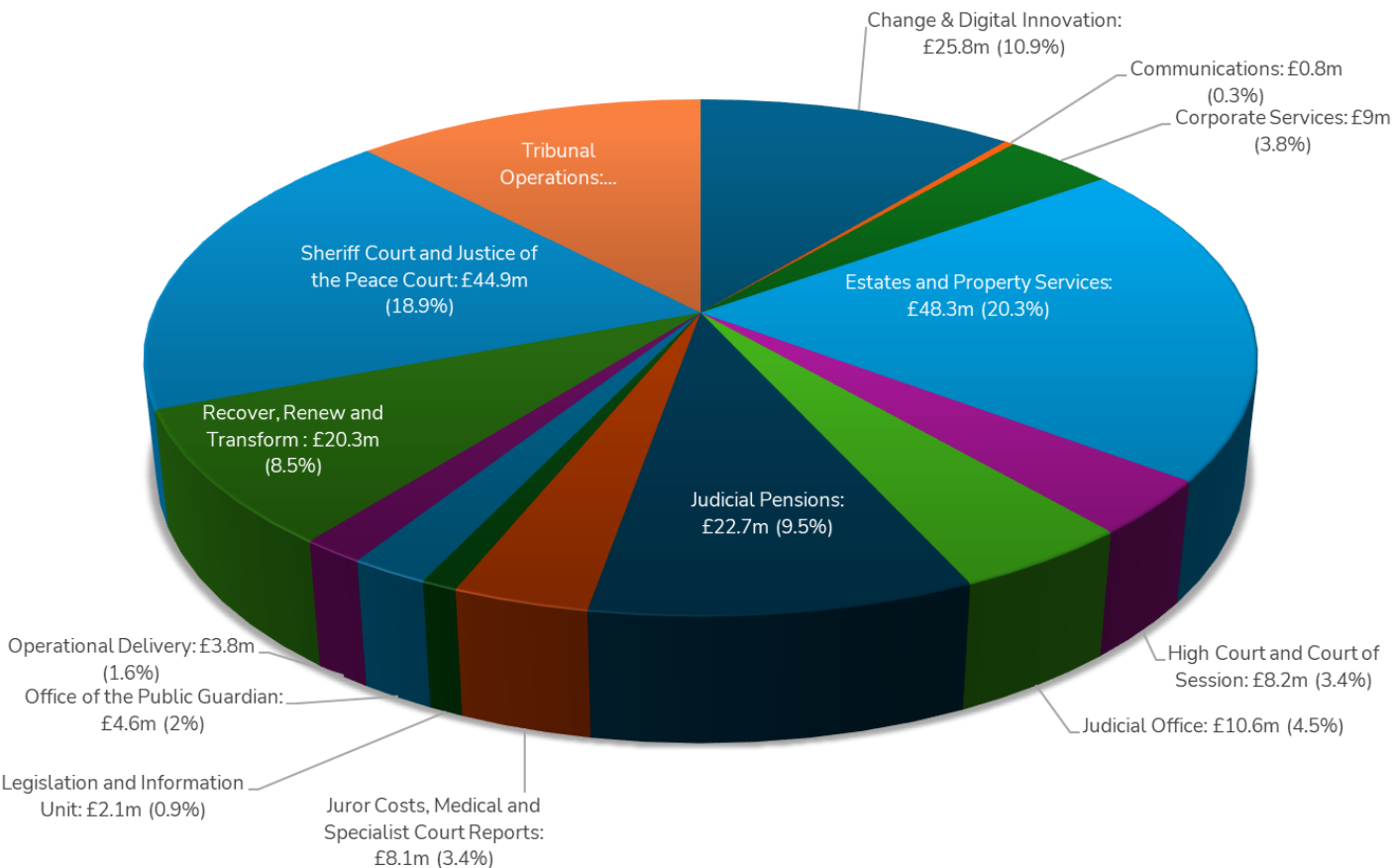
SCTS remains committed to delivering high quality services and promoting reform to ensure that Scotland’s courts and tribunals continue to meet the expectations of the public within the challenging financial environment and resources available. The continuation of the Scottish Government’s Recover, Renew, and Transformation (RRT) programme funding is crucial—representing the majority of the in-year funding (£20.3m) that SCTS will receive. In future years, RRT funding will need to form part of the SCTS baseline budget to ensure we continue to have in place a sustainable and long-term operating model that can effectively address increasing levels of business. In-year funding also needs to be allocated to accommodate anticipated growth in the operations of the devolved tribunals.

Where do we invest our resources?

When income and depreciation are taken into account, the organisation will have £237.9m to fund its activities in 2025-26. Figure 1 shows how SCTS allocates its resources by business area. Over 85% of the total gross expenditure, excluding depreciation, is invested directly in supporting front line operations – most significantly in our people. The cost of maintaining a historic estate accounts for approximately 20% of total funding. Moreover, in line with strategic objectives, SCTS continues to innovate and reform its service provision with £25.8m invested in the Change and Digital Innovation function; targeted on strengthening digital infrastructure and innovation whilst maintaining and improving core services.

Total budgeted capital expenditure is £19.9m which will be spent on estate enhancements, transformational digital projects and upgrades to courtroom technology. This includes work within Airdrie Sheriff and Justice of the Peace Court, the creation of two new Evidence by Commissioner suites, the Edinburgh Justice Campus Project and sustainability enhancements across the estate to reduce carbon output.

Figure 1 - 2025-26: Total spend by area



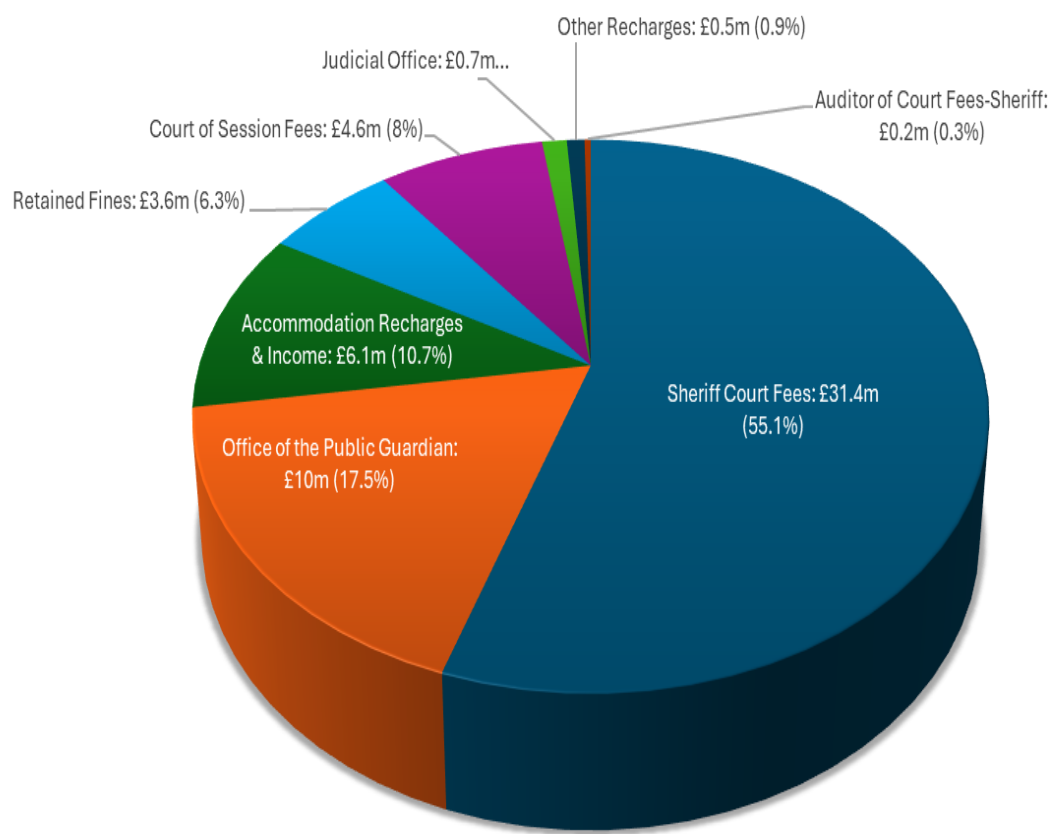
Our financial environment cont.

Fees and income

Income

Total gross income for 2025-26 is projected to be £57.0m, of which 82.1% relates to civil fees. Figure 2 shows the breakdown of this income by category

Figure 2 — SCTS gross income forecast 2025-26



Tables summarising the financial allocation for 2025-26, broken down by both service area and cost category, can be found at [Annex B](#) (pages 26-27).

Business outcomes and key reform areas 2025-26

Strategic priorities, key reform areas and monitoring performance

Our business outcomes, which detail the key change activity we are aiming to deliver in the 2025-26 business year are listed on pages **21 to 24**. We organise delivery of business change activity under four key reform areas:



The delivery of our business outcomes is aligned with our seven strategic priorities (detailed in the table below), which underpin our work. Planning this way helps ensure that we maintain focus on the day to day business of running the courts and tribunals whilst delivering the reform agenda set by the SCTS Board - assuring that how we organise our work is effective.

SP1	A well supported judiciary	Scotland's judiciary is equipped with support from the right people, systems, technologies and processes to ensure they dispense justice effectively
SP2	Satisfied service users	We inspire confidence through the delivery of a high-quality customer service
SP3	Skilled and motivated people	We support our people to provide excellent customer service - focusing on their performance, learning, resilience and wellbeing
SP4	Sustainability	We provide a high-quality, safe and secure environment for Scotland's courts and tribunals, and we understand climate related risks that impact our estate and operations and develop plans to respond to these
SP5	Digital services	We maximise the opportunities provided by technology to improve processes, access to information and the quality of service we provide
SP6	Efficiency and best value	We have financial stability that enables us to improve our services in an effective, economical and sustainable manner
SP7	Purposeful collaboration	We work with justice bodies to deliver significant change and improvement for Scotland's justice system

Monitoring performance and managing risk

The SCTS Board scrutinises progress against the outcomes in this plan quarterly, alongside consideration of the [Board Scorecard](#) which reports on operational performance against the key indicators listed at [Annex E](#). 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.

SCTS published its [Mainstreaming Equality Report](#) and a new set of Equality Outcomes for 2023-27 in April 2023. The new outcomes are designed to drive our equality, diversity and inclusion (EDI) agenda, by raising awareness and embedding our EDI aims and objectives throughout SCTS. As per section 3 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, SCTS publishes a bi-annual Mainstreaming Equality report detailing the progress the organisation has made towards achieving its Equality Outcomes.

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 and our risk appetite are summarised at [Annex D](#). These were reviewed by the SCTS Board in January 2025 and are kept under regular review throughout the year. Actions to control and mitigate them are monitored by both the SCTS Executive Team and the SCTS Board's Audit and Risk Committee.

Plan on a page

Business outcomes 2025-26

Timescale Apr 25 - May - Jun - Jul - Aug - Sept - Oct - Nov - Dec - Jan - Feb - Mar 26

Click in any of the reform icons below to see the outcomes in full



Criminal Reform

Managing a sustained increase in case registrations while aiming to reduce the number of outstanding scheduled trials

Supporting the judiciary to minimise the number of summary cases set down for trial through improved judicial case management and early disclosure of evidence

Supporting the implementation of recommendations from the review of the management of sexual offences

Enhancing access to justice by increasing the number of cases that can be live-streamed

Introducing a trauma informed domestic abuse model, initially in Grampian, Highland and Islands

Extending the use of Remote Provision of Evidence and streamlining the jury process



Civil Reform

Providing solicitor firms with the ability to submit all documents electronically for cases in the Court of Session

Extending the use of online services in the sheriff courts, allowing for the bulk submission of ordinary actions and electronic lodging of miscellaneous case types (initiating documents)

Continuing to adapt and develop inclusive civil online systems, and providing support in their use

Ensuring our case management systems and processes keep pace with changes in law and procedure



Tribunals and OPG Reform

Completing phases 2 and 3 of the OPG transformation project

Refining the tribunals operating model, ensuring we continue to deliver a high quality and efficient public service

Developing our digital capability across all tribunals and delivering a new website and portal for the management of business in MHTS

Work with Scottish Government to ensure our systems and processes keep pace with changes in law or procedure



Corporate

Rationalising the Edinburgh Justice estate, improving facilities / ways of working, reducing costs and carbon output

Continuing to develop the use of Artificial Intelligence to improve the quality and efficiency of our work

Enhancing our digital infrastructure to support the delivery of key reform initiatives

Providing our staff with the training and support to ensure we deliver a professional and trauma informed service

Embedding flexible workforce and succession planning processes across the organisation

Criminal justice reform

Business outcomes 2025-26



Supporting justice by developing a world class service for criminal court users – providing optimum digital solutions to support staff, the Judiciary and partners in the delivery of fair, accessible, effective and efficient criminal justice, inspiring confidence in all who use it

Business Plan outcomes 2025-26		Aligned strategic priorities
1.	We will continue to manage a sustained increase in the volume of cases being registered and the increasing complexity of solemn trials, while aiming to reduce the number of criminal cases awaiting trial. (Ongoing throughout 2025-26)	<ul style="list-style-type: none"> Well supported judiciary Satisfied service users Purposeful collaboration
2.	We will support the judiciary and work with justice partners to introduce improved summary case management across Scotland – promoting early case resolution and a reduction in the number of witnesses required to attend courts - while supporting the introduction of the Digital Evidence Sharing Capability. (February 2026)	<ul style="list-style-type: none"> Satisfied service users Digital services Efficiency and best value Purposeful collaboration
3.	We will support the implementation of the recommendations of Lady Dorrian's review of the management of sexual offences, providing facilities across Scotland to allow witnesses to have their evidence pre-recorded in advance of trial, supporting the most vulnerable and reducing the risk of re-traumatisation. (March 2026)	<ul style="list-style-type: none"> Satisfied service users Digital services Purposeful collaboration
4.	We will progress our commitment to Open Justice by extending livestreaming into the Criminal Appeal Court, taking forward a programme of work through the judicially led Open Justice Advisory Group. (Ongoing throughout 2025-26)	<ul style="list-style-type: none"> Well supported judiciary Satisfied service users Digital services Purposeful collaboration
5.	We will roll-out a trauma informed domestic abuse model, initially in Grampian, Highland and Islands, transforming the management of cases, through increased case management, designated specialist sheriffs and trauma informed training for all – improving services to victims and witnesses, reducing the potential for re-traumatisation and enabling support to be effectively focussed. (February 2026) <i>Note - successful delivery of this outcome is dependent on support from partner agencies and the legal profession</i>	<ul style="list-style-type: none"> Well supported judiciary Satisfied service users Efficiency and best value Skilled and motivated people Purposeful collaboration
6.	(Subject to funding) - We will continue to build our digital capability, increasing flexibility and resilience in the management of criminal business, specifically - <ul style="list-style-type: none"> Transforming how we manage the citation of jurors, developing a fully digital process to improve communications, and streamline the excusal process. Expand our capability to host remote evidence from Police and expert witnesses. (Ongoing throughout 2025-26) 	<ul style="list-style-type: none"> Well supported judiciary Satisfied service users Efficiency and best value Digital services Sustainability

Civil justice reform

Business outcomes 2025-26



To support the judiciary in the delivery of world class civil justice by leading and inspiring user-centred change to create more efficient and accessible services for all

Business Plan outcomes 2025-26		Aligned strategic priorities
1.	We will provide solicitor firms with the ability to submit all documents (initiating and non-initiating) electronically in the Court of Session, enhancing security and integrity, reducing risk of loss, damage or misfiling, and reducing paper, printing and storage costs. (January 2026)	<ul style="list-style-type: none">• Well supported judiciary• Satisfied service users• Digital services
2.	We will extend the use of online services in the sheriff court, allowing for the bulk submission of ordinary actions and enabling the submission of non-initiating miscellaneous case types - benefiting solicitor firms that with high volume business and increasing convenience and efficiencies through self-service digital platforms. (December 2025)	<ul style="list-style-type: none">• Satisfied service users• Skilled & Motivated People• Digital Services
3.	We will implement our assisted digital plan and continue to adapt and develop inclusive civil online systems – ensuring our digital services can be used by as many people as possible and that support is in place to ensure accessible services for all. (Ongoing throughout 2025-26)	<ul style="list-style-type: none">• Satisfied service users• Skilled & Motivated People• Digital services
4.	We will manage the flow of new legislation, and rules of court, ensuring that case management systems keep pace with changes in law and procedure. (Ongoing throughout 2025-26)	<ul style="list-style-type: none">• Well supported judiciary• Satisfied service users• Purposeful collaboration

Tribunals and Office of the Public Guardian reform

Business outcomes 2025-26



To provide high quality access to justice for Tribunals users and protection for vulnerable people and their families through the Power of Attorney and guardianship systems - by developing efficient, fair, user-friendly and responsive services

Business Plan outcomes 2025-26		Aligned strategic priorities
1.	We will complete phases 2 and 3 of the Office of the Public Guardian transformation project, transferring both Guardianship functions and Accountant of Court functions onto a new case management system . This will allow us to develop a new operating model that will deliver a more efficient, effective and accessible service to help those who require protection. (March 2026)	<ul style="list-style-type: none"> Well supported judiciary Satisfied service users Purposeful collaboration
2.	We will further refine the operating model of Scottish Tribunals, to deliver a high quality and efficient public service. (Ongoing throughout 2025-26)	<ul style="list-style-type: none"> Well supported judiciary Satisfied service users Digital services Efficiency and best value
3.	We will deliver a new website and online portal for the management of business in the Mental Health Tribunal for Scotland, and continue to develop our digital capability across all Tribunals - to ensure the judiciary and staff have access to the right technology to support efficient and effective operations. (February 2026)	<ul style="list-style-type: none"> Satisfied service users Skilled and motivated people Digital services
4.	We will ensure that our systems and processes keep pace with changes in law, supporting the judiciary by administering tribunals that are fair, accessible, efficient and user-focused and the OPG in their work to protect the vulnerable. (Ongoing throughout 2025-26)	<ul style="list-style-type: none"> Well supported judiciary Satisfied service users Skilled and motivated people Efficiency and best value

Corporate reform

Business outcomes 2025-26



To give our people the systems, processes, facilities and skills to deliver the best possible service, allowing justice to be done fairly, effectively and efficiently

Business Plan outcomes 2025-26		Aligned strategic priorities
1.	We will continue to rationalise the Edinburgh Justice estate, improving the facilities we provide to support new ways of working whilst reducing both accommodation costs and our carbon output. (February 2026)	<ul style="list-style-type: none">• Satisfied service users• Digital services• Efficiency and best value• Purposeful collaboration
2.	We will develop our pilot work in Artificial Intelligence (AI), commencing use of transcription and summarisation services in specified case types, to deliver efficiencies and improved service, ensuring our use of AI is ethical, inclusive and trustworthy. (March 2026)	<ul style="list-style-type: none">• Satisfied service users• Digital services• Efficiency and best value• Sustainability
3.	We will continue to upgrade our network connectivity, expanding coverage across the SCTS estate to support the delivery of key reform initiatives, while protecting the justice system from security risks and business disruption. (December 2025)	<ul style="list-style-type: none">• Skilled and motivated people• Satisfied service users• Efficiency and best value• Purposeful collaboration
4.	We will ensure our people have the skills to deliver an excellent service, implementing trauma awareness training across the organisation and publishing revised technical training manuals, to ensure we provide a professional, trauma-informed service. (Ongoing throughout 2025-26)	<ul style="list-style-type: none">• Satisfied service users• Skilled and motivated people• Digital services
5.	We will embed flexible workforce planning and succession planning processes across the organisation, ensuring the way we work supports the business we need to deliver. (February 2026)	<ul style="list-style-type: none">• Satisfied service users• Skilled and motivated people• Digital services

Annex A - The Vision for Justice in Scotland

The [Vision for Justice](#) document was published in 2022 and sets out the Scottish Government’s transformative vision for the justice sector for this parliamentary term and beyond. The Vision was accompanied by a Year One Delivery Plan setting out the existing commitments, at that time, from justice agencies. A [Three Year Delivery Plan](#) was published in November 2023 setting out work being delivered up to March 2026. The delivery plan includes various initiatives SCTS is aiming to deliver, as detailed in our [Corporate Plan 2023-26](#).

The purpose of the [Three Year Delivery Plan](#) is to build on the initial plan, providing a high level overview of work being undertaken across the justice sector up to March 2026. One of the principles which underpins the Vision is that it is evidence-based. It states that “justice services will implement transformative actions which are informed, funded and prioritised by recognised, credible and robust evidence, and are routinely monitored, evaluated and reviewed. As part of this principle, a [measurement framework](#) for the Vision has been developed. It provides information on the progress towards the high level outcomes outlined in the Vision.



Annex B - Summary financial plan

2025-26 - Financial summary by cost category

Cost Category (£000's)	Baseline Budget	In Year	2025/26 Budget Total
Pay	86,638	7,258	93,896
Other Staff Costs	482	-	482
Rent & Rates	10,260	-	10,260
Accommodation	16,506	44	16,550
Building Maintenance	6,746	394	7,140
Judicial Costs	2,309	1,445	3,754
Judicial Pensions	22,674	-	22,674
Tribunal Members fees	10,025	6,054	16,079
Office & Other	11,035	675	11,710
Supplies & Services	4,931	913	5,844
Training	526	25	550
Travel	632	10	642
RRT	-	20,300	20,300
Business Costs	172,764	37,117	209,882
Total Operational Costs	7,499	555	8,054
Total Revenue Expenditure	180,263	37,672	217,936
Fees for Civil Cases	(46,814)	-	(46,814)
Rents Receivable	(6,118)	-	(6,118)
Recharges	(489)	-	(489)
Retained Fines	(3,600)	-	(3,600)
Total Receipts	(57,021)	-	(57,021)
Net Revenue Expenditure	123,242	37,672	160,915
Capital			
Buildings	10,860	-	10,860
Furniture & Fittings	-	-	-
Digital Infrastructure	8,129	320	8,449
ROU Lease	611	-	611
Total Capital Expenditure	19,600	320	19,920
Non-Cash Ring Fenced DEL Depreciation	34,140	-	34,140
Total Net Expenditure	176,982	37,992	214,974

A commentary on the financial environment and budget can be found at pages 17-18 of this plan

Annex B - Summary financial plan

2025-26 - Financial summary by service area

Budgets 2025/26 - Financial Summary by Service Area			
Service Area (£000's)	Revenue	Capital	2025/26 Total Budget
Change & Digital Innovation	17,409	8,424	25,833
Communications	777	-	777
Corporate Services	9,023	-	9,023
Estates and Property Services	36,864	11,471	48,335
High Court and Court of Session	8,188	-	8,188
Judicial Office	10,610	-	10,610
Judicial Pensions	22,674	-	22,674
Juror Costs, Medical and Specialist Court Reports	8,054	-	8,054
Legislation and Information Unit	2,147	-	2,147
Office of the Public Guardian	4,645	-	4,645
Operational Delivery	3,729	25	3,754
Recover, Renew and Transform	20,300	-	20,300
Sheriff Court and Justice of the Peace Court	44,892	-	44,892
Tribunal Operations	28,623	-	28,623
Total Direct & Operational Costs	217,935	19,920	237,855
Receipts	(57,021)	-	(57,021)
Total Net Expenditure before depreciation	160,915	19,920	180,834
Non-Cash Ring Fenced DEL Depreciation	34,140	-	34,140
Total Net Expenditure	195,054	19,920	214,974

A commentary on the financial environment and budget can be found at pages 17-18 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

	2022-23	2023-24	2024-25 (Forecast)	2025-26 (Projection)
High Court				
High Court judge days	4,541	4,776	5,561	5,600
Indictments registered	1,038	1,044	1,229	1,700
Trials Evidence Led	611	686	768	764
High Court: criminal appeals lodged	521	597	602	694
Court of Session				
Court of Session judge days	995	1,075	1,139	1,150
Ordinary Civil Actions registered	919	1,006	1,248	1,200
Proofs proceeding	55	60	44	55
Court of Session: civil appeals/reclaiming motions	119	88	107	100
Civil Petitions registered	1,107	1,131	1,280	1,200
All-Scotland Courts				
Sheriff Appeal Court – criminal appeals lodged	291	326	300	300
Sheriff Appeal Court – civil appeals lodged	214	202	189	200
Personal Injury Court: registrations	4,129	5,366	6,846	7,000
Sheriff Courts				
Sheriff Court sitting days	29,624	29,456	29,949	29,500
Sheriff Courts: Summary				
Complaints registered	57,226	65,357	63,377	64,800
Trials Evidence Led	6,380	5,746	6,369	6,500
Sheriff Courts: Solemn				
Sheriff and jury indictments registered	5,938	7,384	7,157	7,800
Sheriff and jury trials where evidence led	1,061	1,275	1,311	1,400
Sheriff Courts: Civil				
Ordinary Cause registered	21,344	20,866	21,840	21,800
OC Proofs and Debates proceeding	515	498	479	500
Summary Cause/Small Claims/Simple Proc reg'd	33,316	32,379	38,361	40,000
Miscellaneous B Actions (Inc Sum Apps) reg'd	19,658	20,758	21,740	22,750
SC Proofs Proceeding	332	266	362	350
JP Courts				
Complaints registered	21,756	19,681	23,973	24,000
Trials Evidence Led	999	937	1,014	1,000
Office of the Public Guardian				
Powers of Attorney registered	62,062	77,446	65,832	70,000
Guardianship Orders registered	3,146	3,235	4,241	4,200
Access to funds orders registered	171	193	228	220
Intervention orders registered	502	550	574	550

Annex C - Key business volumes and planning assumptions

Upper Tribunal, First-tier and other Tribunals the SCTS administers

	2022-23	2023-24	2024-25 (Forecast)	2025-26 (Projection)
Upper Tribunal for Scotland				
Receipts	37	2507	159	171
Disposals	48	1720	370	463
Hearing Days	32	60	66	72
First-tier Tribunal for Scotland (General Regulatory Chamber)				
Charity Appeals				
Receipts	0	0	1	1
Disposals	0	0	0	1
Hearing Days	0	0	0	1
Parking and Bus Lane Appeals (Now - Transport Appeals (Summer 2023))				
Receipts	1021	-	-	-
Disposals	770	-	-	-
Hearing Days	38	-	-	-
Transport Appeals (From Summer 2023)				
Receipts	-	1302	1679	3080
Disposals	-	1056	1535	2618
Hearing Days	-	54	51	107
Police Appeals (Functions transfer in from September 2025)				
Receipts	-	-	-	2
Disposals	-	-	-	2
Hearing Days	-	-	-	2
First-tier Tribunal for Scotland (Health and Education Chamber)				
Additional Support Needs				
Receipts	202	244	257	285
Disposals	183	213	255	262
Hearing Days	55	91	108	151
First-tier Tribunal for Scotland (Housing and Property Chamber)				
Letting Agents				
Receipts	71	75	55	55
Disposals	67	63	68	53
Hearing Days	64	40	24	34
Case Management Discussion Days	-	56	31	36

Annex C - Key business volumes and planning assumptions

Upper Tribunal, First-tier and other Tribunals the SCTS administers

	2022-23	2023-24	2024-25 (Forecast)	2025-26 (Projection)
First-tier Tribunal for Scotland (Housing and Property Chamber) <i>(continued)</i>				
Private Rented Sector				
Receipts	3,873	4271	4822	5542
Disposals	3,280	3745	4256	4824
Hearing Days	293	329	349	370
Case Management Discussion Days	1,360	1362	1207	1376
Property Factor				
Receipts	256	303	363	399
Disposals	232	257	262	343
Hearing Days	163	92	128	116
Case Management Discussion Days	-	176	145	140
Rent & Repairs				
Receipts	180	211	241	269
Disposals	205	173	218	264
Hearing Days	190	191	178	185
Right of Entry <i>(Cases are disposed of by decision rather than hearing)</i>				
Receipts	183	153	205	246
Disposals	203	152	159	229
Decisions	129	137	91	120
Third Party				
Receipts	65	97	32	45
Disposals	44	62	59	60
Hearing Days	96	106	101	104
First-tier Tribunal for Scotland (Local Taxation Chamber) <i>(SCTS assumed responsibility April 2023)</i>				
Local Taxation				
Receipts	-	41,506	1472	1448
Disposals	-	5282	36157	720
Hearing Days	-	92	113	264
First-tier Tribunal for Scotland (Social Security Chamber)				
Social Security				
Receipts	147	2615	6984	6800
Disposals	54	772	2231	3227
Hearing Days	35	585.5	1937	1721

Annex C - Key business volumes and planning assumptions

Upper Tribunal, First-tier and other Tribunals the SCTS administers

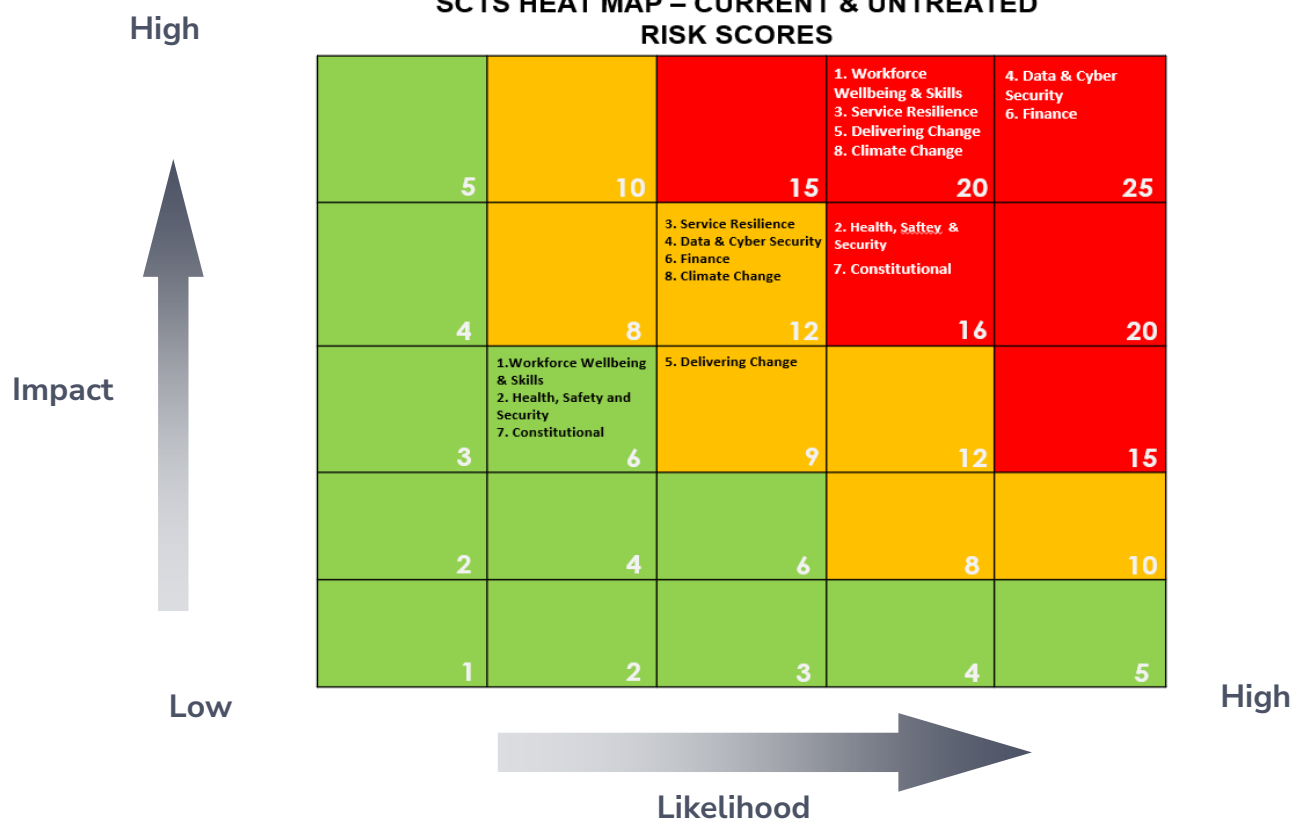
	2022-23	2023-24	2024-25 (Forecast)	2025-26 (Projection)
First-tier Tribunal for Scotland (Tax Chamber)				
Tax				
Receipts	13	23	29	32
Disposals	19	16	24	19
Hearing Days	6	3	10	12
Council Tax Reduction Review Panel <i>(Functions transferred to the Local Taxation Chamber April 2023)</i>				
Receipts	40	-	-	-
Disposals	48	-	-	-
Hearing Days	27	-	-	-
Lands Tribunal for Scotland <i>(Responsibility transferred to the Supreme Courts from 10 January 2022)</i>				
Receipts	339	154	165	165
Disposals	547	189	222	195
Hearing Days	57.5	36.5	50	45
Mental Health Tribunal for Scotland				
Mental Health				
Receipts	5,314	5463	5742	6087
Disposals	5,062	5251	5624	5843
Hearing Days	3,879	3927	3913	4249
Mental Health Tribunal for Scotland (Excessive Security)				
Receipts	26	39	26	30
Disposals	24	43	26	30
Hearing Days	20	37	21	30
Pensions Appeal Tribunal Scotland				
Receipts	152	154	99	89
Disposals	244	180	131	116
Hearing Days	63	57	36	42

Annex D - Key strategic risk categories and corporate risks

Strategic risk categories identified and mapped by the SCTS Board

(White text = Untreated Risk, Black Text = Treated Risk)

SCTS HEAT MAP – CURRENT & UNTREATED RISK SCORES



Strategic risk category	Principal corporate risk monitored by SCTS Board and Audit and Risk Committee
Workforce wellbeing and skills	Failure to maintain a skilled, motivated, resilient and adaptable workforce to support daily business, medium-term recovery and longer-term change.
Health, safety and security	Significant Health and Safety or security breach caused by accidents or intentional acts.
Service resilience and continuity	Essential business and services compromised due to critical incident(s).
Data and cyber security	Significant data/system loss caused by failure in information management controls or cyber-attack.
Delivering change & service reform	Ineffective planning and/or delivery of change impacts on delivery of core business or reform programme.
Finance and resourcing	Financial pressures impact on delivery of core business or reform programme.
Constitutional and legislative change	High-profile constitutional issues and regulatory changes require effective intervention from the courts and/or impact on business delivery/reform.
Climate change	Failure to meet Scottish Government's ambitious Climate change targets (carbon zero by 2045) and to prepare SCTS estate for effects of climate change.

Annex D - Risk appetite

SCTS corporate risk appetite statement and levels

The SCTS Board has agreed the below strategic risk appetite statement to convey the organisation's current approach to risk management. This is based on a high level corporate statement plus five appetite levels that are assigned to each corporate risk.

SCTS Risk Appetite Statement

The Scottish Courts and Tribunals Service approach to risk is founded on the importance of maintaining public trust and confidence in the justice system, in line with our purpose - 'Supporting Justice'.

Our approach to risk is based on the need to deliver our essential services in an effective, resilient, innovative and compassionate way. We manage risk to ensure that we provide a safe environment for all service users and staff – minimising exposure to reputational, operational, technical, security and compliance (or statutory) risks. At the same time, we recognise the need to accept and encourage higher levels of risk in some areas – to support innovation, to pilot new approaches and to maintain or improve levels in service the face of future challenges, including an uncertain economic and environmental outlook.

Our risk appetite is kept under review to ensure it is flexible, proportionate and fit-for-purpose. It supports sound decision-making and helps our people to be creative in their work to deliver the best experience for service users. Acceptance of any risk is based on ensuring that the potential impacts and benefits are fully understood, with appropriate controls put in place.

This statement will be reviewed at least annually by the SCTS Board and its Committees, as part of their overall review of Corporate Risk.

Risk Appetite Levels

Appetite Levels	Statements
Very Low (adverse)	SCTS is very reluctant to accept risks at this level. Avoidance of risk is essential in achievement our core strategic or statutory objectives and priorities.
Low (minimalist)	SCTS aims to take decisions/undertake activities that are considered safe in achieving objectives at this level. This means the pursuit of opportunity is not a key driver.
Medium (cautious)	SCTS is willing to accept a degree of risk in order to deliver objectives at this level. Risks are deemed controllable and can be considered if resources exist to absorb potential increased costs, without impacting on key services or operational performance.
High (open)	SCTS aims to undertake activities that have a high degree of VFM, with stretching targets and the likelihood of success being a determining factor at this level. Failure in specific projects may be viable provided core ambitions/strategic priorities are not threatened.
Very High (hungry)	SCTS is keen to take risks and to innovate to maximise opportunities at this level – provided these are in keeping with our legal obligations, values and policies.

Risk Appetite aligned to corporate risks

	SCTS RISK	Very Low	Low	Medium	High	Very High
1	Workforce, Wellbeing & Skills		X			
2	Health, Safety & Security	X				
3	Service Resilience & Continuity		X			
4	Data & Cyber Security		X			
5	Delivering Change & Post-Pandemic Reform				X	
6	Finance & Resources			X		
7	Constitutional & Regulatory Change			X		
8	Climate Change			X		

Annex E - Strategic priorities and reform areas 2023-26

SCTS strategic objectives

SP1	A well supported judiciary	Scotland's judiciary is equipped with support from the right people, systems, technologies and processes to ensure they dispense justice effectively
SP2	Satisfied service users	We inspire confidence through the delivery of a high-quality customer service
SP3	Skilled and motivated people	We support our people to provide excellent customer service - focusing on their performance, learning, resilience and wellbeing
SP4	Sustainability	We provide a high-quality, safe and secure environment for Scotland's courts and tribunals, and we understand climate related risks that impact our estate and operations and develop plans to respond to these
SP5	Digital services	We maximise the opportunities provided by technology to improve processes, access to information and the quality of service we provide
SP6	Efficiency and best value	We have financial stability that enables us to improve our services in an effective, economical and sustainable manner
SP7	Purposeful collaboration	We work with justice bodies to deliver significant change and improvement for Scotland's justice system - through collaboration, communication and reform

SCTS key reform areas

Criminal justice reform	Supporting justice by developing world class services for criminal court users - providing optimum digital solutions to support staff, the judiciary and partners in the delivery of fair, accessible, effective and efficient criminal justice, inspiring confidence in all who use it
Civil justice reform	To support the judiciary in the delivery of world class civil justice by leading and
Tribunals and OPG reform	To provide high-quality access to justice for Tribunals' users, and protection for vulnerable people and their families through the power of attorney and guardianship systems - by developing efficient, fair, user-friendly and responsive services
Corporate reform	To give our people the systems, processes, facilities and skills to deliver the best possible service, allowing justice to be done fairly, effectively and efficiently

Annex E - Corporate Plan 2023-26 Strategic Priorities

Criminal justice reform Supporting justice by developing a world class service for criminal court users – providing optimum digital solutions to support staff, the Judiciary and partners in the delivery of fair, accessible, effective and efficient criminal justice, inspiring confidence in all who use it		Strategic priority alignment
1.	We will reduce criminal case backlogs and waiting times by delivering additional court capacity to support recovery and address unacceptable periods of delay	Well supported judiciary Satisfied service users Purposeful collaboration
2.	We will minimise disruption to victims and witnesses, whilst protecting the rights of the accused, by supporting the judiciary to minimise the number of summary cases that are set down for trial unnecessarily, reducing late pleas of guilty and decisions on discontinuation of cases - delivered through judicial case management and early disclosure of evidence	Satisfied service users Sustainability Digital services
3.	We will support implementation of the recommendations made in the Lord Justice Clerk's Review – "Improving the Management of Sexual Offence Cases" – by effectively managing the growing level of complex cases and providing a supportive trauma informed approach	Satisfied service users Skilled and motivated people Purposeful collaboration
4.	We will enable greater use of evidence by commission, reducing the risk of re-traumatisation and allowing the best possible evidence to be heard, while safeguarding the rights of the accused	Satisfied service users Sustainable buildings and business Digital services
5.	We will build on our use of technology to increase flexibility and resilience in the management of criminal business – exploring the possibility of deploying a specialist virtual domestic abuse court model; making best use of virtual approaches for custody and procedural business and expanding our capacity to host remote evidence by Police and Expert witnesses in our sheriff courts	Satisfied service users Digital services Efficiency and best value Purposeful collaboration
Civil justice reform To support the judiciary in the delivery of world class civil justice by leading and inspiring user-centred change to create more efficient and accessible services for all		Strategic priority alignment
1.	We will transform our civil justice systems, developing a fully digital end-to-end service across all civil business types – increasing flexibility, efficiency and resilience. This will enable all case documentation to be submitted and viewed online; the tracking of case progress and receipt of notifications when new documents are available	Well supported judiciary Satisfied service users Sustainability Digital services Efficiency and best value
2.	We will ensure that civil business is effectively managed, evidence can be presented digitally and assisted digital support allows those services to be accessible to everyone by developing our court hearing technology to enable hybrid or fully virtual hearings in all appropriate cases	Well supported judiciary Satisfied service users Skilled and motivated people Sustainability Digital services Efficiency and best value
3.	We will improve access to, and the transparency of, civil courts through the implementation of public video access or live streaming in appropriate hearings	Satisfied service users Skilled and motivated people Digital services Efficiency and best value
4.	We will support the Scottish Civil Justice Council and the Scottish Government by adapting our systems to deal with changes to transform the civil justice system in Scotland	Well supported judiciary Satisfied service users Skilled and motivated people Sustainability Digital services Efficiency and best value

Annex E - Corporate Plan 2023-26 Strategic Priorities

Tribunals and OPG reform		Strategic priority alignment
To provide high quality access to administrative justice for Tribunals users and protection for vulnerable people and their families through the power of attorney and guardianship systems - by developing efficient, fair, user-friendly and responsive services		
1.	We will continue to manage the expansion of the Scottish Tribunals to create a responsive, efficient and fair system that makes best use of technology, judicial and staff resources	Well supported judiciary Efficiency and best value Purposeful collaboration
2.	We will improve access to the specialist jurisdictions across Scotland's devolved tribunals by establishing a hearings strategy that makes best use of digital case management, in-person and virtual proceedings	Well supported judiciary Satisfied service users Digital services Efficiency and best value
3.	We will provide a platform for transforming and modernising the Office of the Public Guardian by launching a new case management system that will improve accessibility, efficiency and resilience, and help reduce backlogs and delays	Satisfied service users Skilled and motivated people Digital services Efficiency and best value
4.	We will develop and implement a strategy for OPG/AoC to enhance its public role in increasing the protection available to those with incapacity, promoting greater take-up of PoAs, improved investigations and proactively supporting improvements to the legislative framework	Well supported judiciary Efficiency and best value Purposeful collaboration

Corporate reform		Strategic priority alignment
To give our people the systems, processes, facilities and skills to deliver the best possible service, allowing justice to be done fairly, effectively and efficiently		
1.	We will enable our people to focus on higher quality work and provide improved service by upgrading our core systems and ways of working in finance and HR, automating recurring tasks, improving intelligence and compliance	Satisfied service users Skilled and motivated people Digital services Efficiency and best value
2.	We will continue to invest in the skills, wellbeing and talent of our people to improve knowledge and creativity by modernising our systems to ensure our people can access information and learning required to support their day to day work, supporting new ways of working, and sustaining a diverse, talented, trauma informed workforce	Well supported judiciary Satisfied service users Skilled and motivated people
3.	We will enable the public and staff to securely access services when and where they want – conducting cash-free, paper-free transactions by enhancing our web presence and the range of services available through it, as online access to our services continues to grow	Satisfied service users Sustainability Digital services Efficiency and best value
4.	We will develop detailed plans to reduce our carbon footprint to address the challenging reduction targets set for the public sector – assessing how our business model could achieve net-zero by 2045, whilst investing in our facilities and supporting all who use them to make low carbon choices	Sustainability Digital services Efficiency and best value Purposeful collaboration

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, assessing 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 service users

- 2a User satisfaction levels (based on quantitative survey and assessment data, including SCTS Court User Survey Data)
- 2b Delivering our Change Programme

3. Skilled and motivated people

- 3a Employee engagement levels (based on staff turnover, absence levels, complaints and grievance monitoring and survey data)
- 3b Delivery of development activities (based on proportion of staff who have engaged in and completed key learning and development activities)

4. Sustainability

- 4a Maintaining the estate (assessment of investment levels to ensure backlog maintenance is being managed effectively)
- 4b Sustainability and carbon reduction (assessment of the extent to which the organisation is meeting agreed carbon reduction targets)

5. Digital services

- 5a Automated and online transactions (assessment of the proportion of online fines transactions and payments made via automated systems)
- 5b IT resilience and service (assessment of the resilience of core SCTS systems available for use when required)

6. Efficiency and best value

- 6a High Court business recovery (assessment of measures aligned to [Criminal Court Modelling](#))
- 6b Sheriff Court solemn business recovery (assessment of measures aligned to Sheriff solemn [Criminal Court Modelling](#))
- 6c Sheriff court summary business recovery (assessment of measures aligned to Sheriff summary [Criminal Court Modelling](#))
- 6d Justice of the Peace Court business recovery (assessment of three operational indicator aligned to business recovery)
- 6e Civil and miscellaneous business waiting times (assessment of 10 indicators measuring waiting times for civil and appellate business and guardianship orders administered by Office of the Public Guardian)
- 6f Effective Tribunals Operations (assessment of 21 key operational indicators measuring effective administration)
- 6g Office of the Public Guardian (OPG) operations - (assessment of 6 target based measures to monitor recovery of OPG performance)

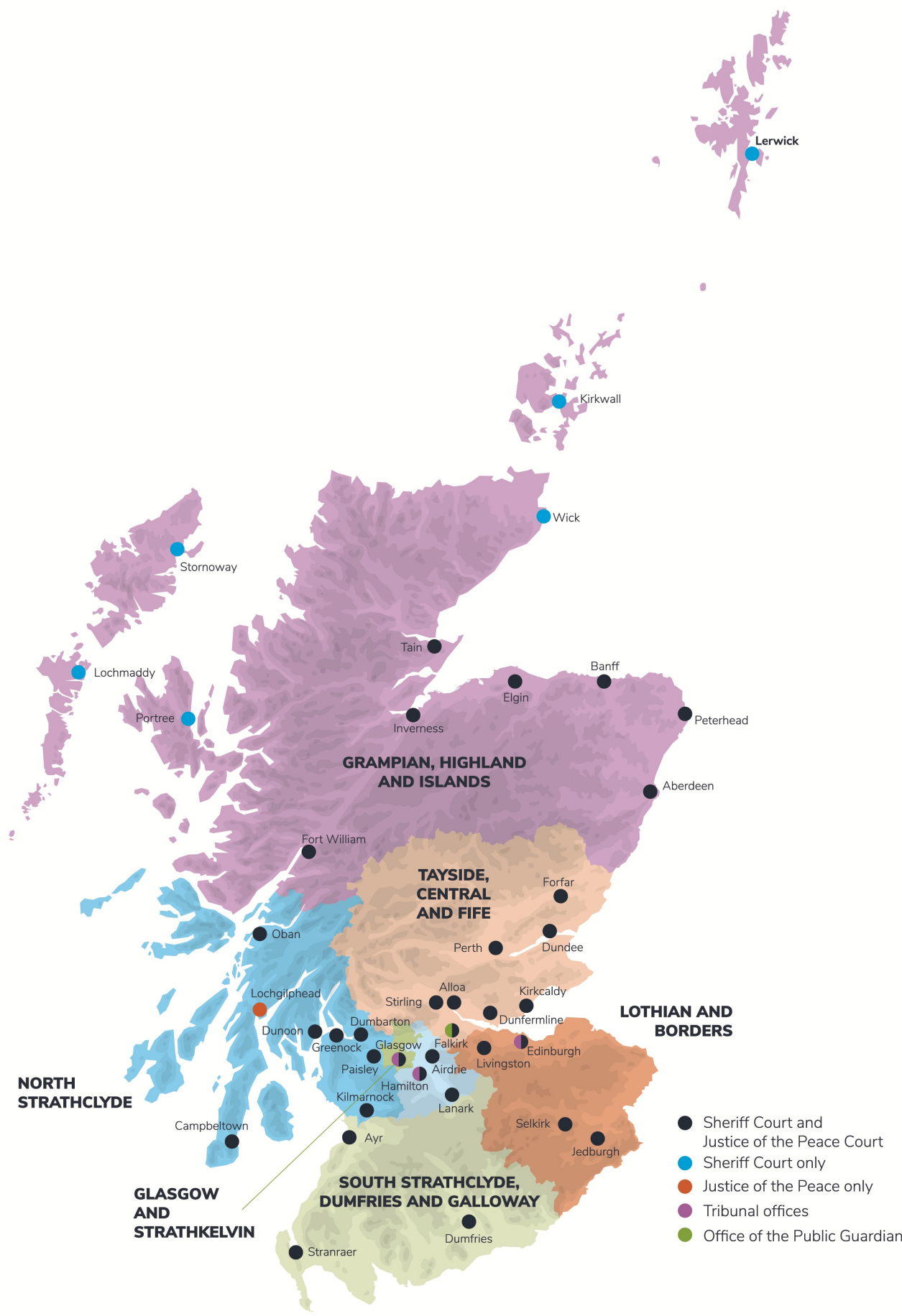
7. Purposeful collaboration

- 7a Sufficient and effective collaboration (analysis of the overall quality and quantity of collaboration between the SCTS and key partner agencies)

8. Financial indicators

- 8a Expenditure profile (comparison of actual expenditure with profiled expenditure to the year end to ensure robust budgeting)
- 8b Fines and fees income (comparison of actual fines and fees income received with profiled income to the year end to ensure robust profiling)

Annex G - Scottish Courts and Tribunals Service locations



Further information

SCTS website

www.scotcourts.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>

Judicial Office for Scotland

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

Scottish Civil Justice Council

www.scottishciviljusticecouncil.gov.uk

Scottish Sentencing Council

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

Vision for Justice in Scotland

<https://www.gov.scot/publications/vision-justice-scotland/>

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