

OUTCOMES		Aligned Strategic Priorities	Delivery Date	Status (RAG)	Progress as at: 10 March	Future Planned Activity
1. Criminal Justice Reform	<p><b>CRIM: 01</b> 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.</p>	<p>Well supported judiciary Satisfied service users Purposeful collaboration</p>	Ongoing during 2025-26	AMBER	<ul style="list-style-type: none"> <li><b>All Courts</b> – scheduled trials have reduced by 67% from their peak level in January 2022 and now sit at 14,401 as at the end of January 2026. The overall level of outstanding scheduled trials is now just over 4,000 cases less than pre-pandemic (March 2020). This is due to sheriff summary and justice of the peace outstanding scheduled trial levels being 27% and 39.4% lower, respectively, as at end January 2026 than they were pre-pandemic.</li> <li><b>High Court</b> – pending scheduled trials have increased by 193 since April 2025 and now sit at 977. This is an increase of 150.5% on the pre pandemic position of 390. Despite the additional recovery courts this steady rise is attributed to higher numbers of indictments being registered. Further increases in case volumes are projected, based on indications from the Crown and evidence in the latest <u>SCTS Criminal Case Modelling report</u> that was published in October.</li> <li><b>Sheriff Solemn</b> – scheduled trials for the reporting year 2025-26 sits at 1,104. This is 122.5% higher than pre-pandemic.</li> </ul>	<p><b>Amber status reflects the rise in number of scheduled trials in the High Court. The latest Criminal Case Modelling report indicates that the increased level of solemn trial court capacity will be required in the long term.</b></p> <ul style="list-style-type: none"> <li>SCTS, working with the Crown and defence community, is exploring increasing High Court capacity by adding a further four trial courts and one preliminary-hearing court. These additional courts are essential to manage increased case volumes.</li> </ul>
	<p><b>CRIM: 02</b> 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 <b>Digital Evidence Sharing Capability</b>.</p>	<p>Satisfied service users Digital services Efficiency and best value Purposeful collaboration</p>	Feb 26	COMPLETE	<ul style="list-style-type: none"> <li><b>Summary Case Management (SCM)</b> – rollout of SCM is now complete across all sheriffdoms, concluding in North Strathclyde on 28 January. The SCM Monitoring Report is fully developed and shared with justice partners for comment. The SSBA boycott ended in January and full defence participation in SCM has now been restored.</li> <li><b>DESC Phase 1</b> – installation is virtually complete and SCTS are continuing to support the final stages of delivery.</li> <li><b>DESC Phase 2</b> – the solemn pilot in Dundee was extended at the request of COPFS but was concluded on 4<sup>th</sup> November. The issue regarding presentation at court appears to be addressed and an overall delivery plan for national rollout is to be agreed.</li> </ul>	<ul style="list-style-type: none"> <li><b>SCM</b> – A report on the national rollout of SCM is being finalised and is expected to be published by the end of March 2026.</li> <li><b>DESC Phase 2</b> – Confirm national rollout plan.</li> </ul>
	<p><b>CRIM: 03</b> 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.</p>	<p>Satisfied service users Digital services Purposeful collaboration</p>	March 26	COMPLETE	<ul style="list-style-type: none"> <li><b>Evidence by Commissioner (EbyC)</b> – Works undertaken at Glasgow facility to increase EbyC capacity to support sheriff court utilisation are now complete. Familiarisation sessions and training are planned to support its future use.</li> <li>Work on the primary North Strathclyde EbyC facility (Paisley) is progressing well with building works completed on 20 February. IT installation has now commenced with the works scheduled to complete by end of March. Works on the secondary facility at Kilmarnock were delayed due to matters outwith SCTS control - landlord structural design queries and legal access issues. Works now progressing at pace with estimated revised completion date of end April.</li> <li>Lady Dorrian Review – SCTS continue to collaborate with SG policy officials and justice partners on proposed timeline for key Review provisions in the Victims, Witnesses, and Justice Reform (Scotland) Act (the Act).</li> </ul>	<ul style="list-style-type: none"> <li>Watching brief on implementation of sexual offences court, pending appointment of new Scottish Government</li> <li>Completion of all outstanding EbyC works Paisley and Kilmarnock in by March and April respectively.</li> <li>Continue to work with SG and justice partners on the timetable for the commencement of key Review provisions in the Act including interdependencies.</li> </ul>
	<p><b>CRIM: 04</b> We will progress our commitment to Open Justice by extending <b>livestreaming into the Criminal Appeal Court</b>, taking forward a programme of work through the judicially led Open Justice Advisory Group.</p>	<p>Well supported judiciary Satisfied service users Digital Service Purposeful collaboration</p>	Ongoing during 2025-26	COMPLETE	<ul style="list-style-type: none"> <li>The first Criminal Appeal Court livestream successfully took place on 29 August 2025 – with over 1,500 users visiting the Livestream website page on the day itself.</li> <li>By the end of November 2025, 77 civil cases, 5 criminal cases and 3 ceremonies had been livestreamed and the pages hosting the streams have been viewed 946k times (35k per month on average).</li> </ul>	<ul style="list-style-type: none"> <li>A proposed programme for 2026-27 based on feedback of our service and a review of other similar livestream services is currently being prepared.</li> </ul>
	<p><b>CRIM: 05</b> 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.</p>	<p>Well supported judiciary Satisfied service users Efficiency &amp; best value Purposeful collaboration Skilled and motivated people</p>		PROJECT PAUSED	<p>The Executive Change Board took the decision to pause the project until the next financial year. This is due to the ongoing legal aid funding dispute between SG and the Defence Community. Until resolved, this prevents the programme from going live with a pilot in Aberdeen.</p>	
	<p><b>CRIM: 06</b> - We will continue to build our digital capability, increasing flexibility and resilience in the management of criminal business, specifically - 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.</p>	<p>Well supported judiciary Satisfied service users Efficiency and best value Digital services Sustainability</p>	Ongoing during 2025-26	GREEN	<ul style="list-style-type: none"> <li><b>Jury process project (multi-year):</b> On track. A key deliverable to remove current exclusions from the jury pool was completed by 14 February, adding 500,000 Scottish citizens to the summons pool. Work continues to transform the end-to-end jury journey.</li> <li><b>Remote provision of evidence (High Court):</b> The service has stabilised. Year-to-date, 69% of Police Scotland witness evidence has been taken remotely, supporting witness participation and courtroom efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Jury Transformation is a phased programme of work, and we are currently looking to progress jury letters, reinstate those jurors currently excluded as a result of missing postcodes (e.g. new housing estates) and work with our procurement function regarding the provision of jury lunches.</li> <li>Ongoing promotion of Remote Provision of Evidence within the High Court.</li> </ul>

**RAG Colour Status:** **Green** – Outcome on track. **Amber** – Board to be aware - progress has not proceeded as originally planned - issue being managed by the Executive. **Red** – Board to consider - may require intervention or decision. **White** – Not yet started. **Blue** – Complete. **Grey** – Paused (explanation will be provided). **Note** – where items are marked as red or amber a short assessment of any broader impact and/or any issues that the Board needs to consider is provided.

	Aligned Strategic Priorities	Delivery Date	Status (RAG)	Progress as at: 10 March	Future Planned Activity	
2. Civil Justice Reform	<p><b>CIV: 01</b> We will provide solicitor firms with the ability to <b>submit all documents (initiating and non-initiating) electronically in the Court of Session</b>, enhancing security and integrity, reducing risk of loss, damage or misfiling, and reducing paper, printing and storage costs.</p>	<p>Well supported judiciary Satisfied service users Digital services</p>	Jan 26	AMBER	<ul style="list-style-type: none"> <li>The ability to submit non-initiating documents in the Court of Session was released to live in 90% of case types in October. Motions were excluded due to a dependency on a rule change.</li> <li>A project to enable submission of initiating documents in the Court of Session has completed the understand and incubate phase – identifying a subset of suitable documents and case types. Develop phase is underway.</li> </ul>	<p><b>While there has been significant progress, amber status reflects delay in updating civil online to enable solicitors to submit all documents (initiating and non-initiating) electronically in the Court of Session.</b></p> <ul style="list-style-type: none"> <li>Develop phase of the initiating documents project in Court of Session is delayed due to a constraint of AI resourcing. Development of the ICMS components is underway and are on track to complete 60% of ICMS development by end Q4. However Civil Online and AI development are paused until AI resourcing constraint is resolved. This is not expected to start in Q4.</li> </ul>
	<p><b>CIV: 02</b> We will <b>extend the use of online services in the sheriff court</b>, 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.</p>	<p>Satisfied service users Skilled &amp; Motivated People Digital Services</p>	Dec 25	AMBER	<ul style="list-style-type: none"> <li>A project to enable miscellaneous case types in the Sheriff Court to be tracked by solicitors using Civil Online and enabling the submission of non-initiating miscellaneous case type documents, went live in October. Approximately 90% of case types in Sheriff Court can now be tracked via Civil Online.</li> <li>The project to enable submission of initiating documents for Sheriff Court Ordinary Actions is live in the National Personal Injury Court. Wider rollout is planned.</li> <li>The Simple Procedure API (Application Programme Interface) enables solicitor firms to submit cases digitally from their systems. 1/3<sup>rd</sup> of all simple procedure cases are now submitted this way – which is also more efficient for our staff. The API is being upgraded to current technical standards – as a pre-cursor to future development.</li> <li>Ordinary Actions (OA) API Understand and Incubate phases are complete – once solution deployed this will allow larger firms to submit Ordinary Action Initiating Documents in bulk – driving up usage of electronic submission.</li> </ul>	<p><b>Amber status reflects the fact that while there has been strong progress and platform readiness achieved (90% tracking; misc non-initiating live; OA initiating live in NPIC; SP API upgrade on track) national OA rollout is paused and bulk OA submission via API requires SP API security remediation before solicitor onboarding.</b></p> <ul style="list-style-type: none"> <li>The national rollout of Sheriff Court Ordinary Actions Initiating Documents project has been paused due to AI resourcing constraints. This will be resumed in Q1 2026-27 as a phased rollout across all sheriffdoms</li> <li>The Simple Procedure API upgrade is on track to ‘go-live’ in Q4, without solicitors onboarded. Security testing and remediation will be required in Q1 2026-27 to enable solicitor onboarding to proceed. Solicitors using the current Simple Procedure API will be encouraged to move across to the new system, which will lead to the decommissioning of the current API in due course.</li> <li>Ordinary Action API project to complete Develop and Deploy phases in Q4 but will be dependent on the Simple Procedure API security testing and remediation before onboarding solicitors.</li> <li>The planned non-initiating documents API project has been descope from 2025/6 due to dependencies on the Simple Procedure API</li> </ul>
	<p><b>CIV: 03</b> We will <b>implement our assisted digital plan</b> 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.</p>	<p>Satisfied service users Skilled &amp; Motivated People Digital Services</p>	Ongoing throughout 2025-26	GREEN	<ul style="list-style-type: none"> <li>Development work on an Assisted Digital plan for SCTS is continuing to be informed by engagement sessions with Citizen’s Advice, Registers of Scotland and Civil Lab subject matter experts.</li> <li>Further user engagement with court staff and legal professionals has been completed to validate latest Civil Online designs – to ensure our digital services can be used by as many people as possible. These designs are incorporated into the new service, which is due to be launched later this year.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with Court Operations for finalisation and deployment of the Assisted Digital plan</li> </ul>
	<p><b>CIV: 04</b> We will <b>manage the flow of new legislation, and rules of court</b>, ensuring that case management systems keep pace with changes in law and procedure.</p>	<p>Well supported judiciary Satisfied service users Purposeful collaboration</p>	Ongoing throughout 2025-26	COMPLETE	<ul style="list-style-type: none"> <li>Access to Justice Committee review of the mode of attendance rules is ongoing. Call for evidence now closed and responses considered by members.</li> <li>Group procedure call for evidence now closed. Working Group will now consider further options.</li> <li>Rules being developed for simplified table of fees for SMASO as well as costs protections in environmental cases.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation for and follow-up from SCJC strategy day (March 2026)</li> <li>Other priority areas for rules development include Judicial Factors (appointment of court officers / administration etc) and Inner House Rules.</li> </ul>

**RAG Colour Status:** **Green** – Outcome on track. **Amber** – Board to be aware - progress has not proceeded as originally planned - issue being managed by the Executive. **Red** – Board to consider - may require intervention or decision. **White** – Not yet started. **Blue** – Complete. **Grey** – Paused (explanation will be provided). **Note** – where items are marked as red or amber a short assessment of any broader impact and/or any issues that the Board needs to consider is provided.

	OUTCOMES	Aligned Strategic Priorities	Delivery Date	Status (RAG)	Progress as at: 10 March	Future Planned Activity
3. Tribunal and Office of Public Guardian Reform	<p><b>TOPG: 01</b> 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.</p>	<p>Well supported judiciary Satisfied service users Purposeful collaboration</p>	<p>Delivery of Phases 2 &amp;3 paused until 2026-27</p>	<p>AMBER</p>	<ul style="list-style-type: none"> <li>• <b>OPG Transformation Phase 1 (Power of Attorney (PoA))</b> – since the new system went live in January 2025, there have been 3 updates released to enable faster and more efficient processing of Power of Attorney Applications (PoAs).</li> <li>• Due to significant rises in case volumes, and significant backlogs that had accrued due to poor performance of the legacy system SIGMA, further enhancements to phase 1 are required to ensure backlogs can start to be reduced. Additional staff have been recruited to support the processing of POAs. In conjunction with performance improvements to the system, the aim is to bring performance in line with Key Performance Indicators.</li> <li>• <b>Phases 2 and 3:</b> Guardianship and Accountant of Court, have been paused and will now not commence until the business year.</li> </ul>	<p><b>Amber status reflects the need to re-direct resources from Phase 2 and 3 into PoA functionality – to achieve efficiencies required to address growing business and backlog pressures.</b></p>
	<p><b>TOPG: 02</b> We will further refine the operating model of Scottish Tribunals, ensuring the necessary resources are in place to deliver a high quality and efficient public service.</p>	<p>Well supported judiciary Satisfied service users Digital services Efficiency and best value</p>	<p>Ongoing throughout 2025-26</p>	<p>AMBER</p>	<ul style="list-style-type: none"> <li>• Due to the rise in cases in the Social Security Chamber (SSC) and a lack of tribunal judiciary to manage the number of hearings, it is now taking 54 weeks for a decision to be communicated – this compares to 32 weeks in January 2025.</li> <li>• Review of SSC operating model ongoing including review of the hearings model, work volumes and resources.</li> <li>• Edinburgh-based colleagues trained on clerking to provide contingency support for Glasgow Tribunals Centre (GTC) Hearings.</li> <li>• Tribunals Operations has been working with SG on the expansion of the Tax Chamber (TC) with the introduction of Scottish Aggregates Tax (due 1 April 2026) and the expansion of the Local Taxation Chamber (LTC) with the introduction of Visitor Levy appeals (due July 2026).</li> <li>• Health and Education Chamber (HEC) Mobile Sensory Venues now identified in Dundee, Stirling and Aberdeen. An additional venue for Inverness is pending.</li> <li>• Additional SSC and Housing and Property Chamber hearings slots have been identified by streamlining processes - this includes a process to ensure maximum hearing capacity and cancelled hearing slots are utilised. Additional staff took up post for SSC Scheduling in February for 6 months in a targeted approach to reduce caseload volumes and scheduling waiting timescales.</li> </ul>	<p><b>Amber status reflects the ongoing challenges associated with increased business volumes and a lack of members for some hearings. A new governance group has been established, including officials from the Scottish Government, seeking to address identified issues impacting on the operation of Scottish Tribunals – whilst respecting judicial independence.</b></p> <ul style="list-style-type: none"> <li>• Continue to work with the SSC Chamber President on the review of letter templates, guidance and support to users.</li> <li>• Continue to work with SG on the further expansion of the Tax Chamber (TC).</li> <li>• Continue to work with the SG on the introduction of Visitor Levy appeals to the LTC ahead of the first scheme being implemented by Edinburgh in July 2026. Review of LTC scheduling process and continuous improvement activity will be undertaken with a view to streamlining processes.</li> <li>• Complete and implement HEC Mobile Hearings protocol.</li> <li>• Continue to liaise with Presidents regarding maximising of hearings efficiency.</li> </ul>
	<p><b>TOPG: 03</b> 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.</p>	<p>Satisfied service users Skilled and motivated people Digital services</p>	<p>Mar 26</p>	<p>GREEN</p>	<ul style="list-style-type: none"> <li>• Workshop with Social Security Scotland (SSS) in July 2025 regarding management of SSC integration platform issues.</li> <li>• Mental Health Tribunal for Scotland (MHTS) website works ongoing – timeline for completion April 2026.</li> <li>• As part of the transfer of the Police Appeals Tribunal into the GRC, SCTS expanded the Tribunals Case Management System to accommodate new types of appeals. Tactical process for managing the receipt and sharing of audio recordings submitted by Police Appeals respondents.</li> <li>• SCTS Customer Satisfaction Survey service providers confirmed with survey completion and report expected March/April – outputs will inform Tribunals Operations service delivery model.</li> <li>• Project to upgrade Audio Visual Wall in Glasgow Tribunals Centre ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• MHTS and President will work closely with the LAB and contractor on the creation and testing of the new website, including portal for papers to be uploaded for the members.</li> <li>• Work with the TOPG Lab on a long-term system/process to best manage the receipt and sharing of audio recordings submitted by Police Appeals respondents.</li> <li>• Webroster contract is due to expire in April 2026. Procurement currently liaising with the supplier. Tribunals Operations will work with President and TOPG LAB to relay current functionality and identify a “to be” position.</li> </ul>
	<p><b>TOPG: 04</b> 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.</p>	<p>Well supported judiciary Satisfied service users Skilled and motivated people Efficiency and best value</p>	<p>Ongoing throughout 2025-26</p>	<p>COMPLETE</p>	<ul style="list-style-type: none"> <li>• First-tier Tribunal for Scotland (Transfer of Functions and Members of the Police Appeals Tribunal) Regulations 2025 (SSI 2025/378) transferred the Police Appeals Tribunal’s functions to the First-tier Tribunal for Scotland (General Regulatory Chamber) and abolished the old tribunal.</li> </ul>	<ul style="list-style-type: none"> <li>• The Mental Health (Care and Treatment) (Scotland) Act 2003 Remedial Order 2026 is in consultation stage currently with SCTS assessing system changes to deliver the change to legislation.</li> </ul>

	OUTCOMES	Aligned Strategic Priorities	Delivery Date	Status (RAG)	Progress as at: 10 March	Future Planned Activity
4. Corporate Reform	<p><b>CORP: 01</b> We will continue to <b>rationalise the Edinburgh Justice estate</b>, improving the facilities we provide to support new ways of working whilst reducing both accommodation costs and our carbon output.</p>	<p>Satisfied service users Digital services Efficiency and best value Purposeful collaboration</p>	<p>March 26</p>	<p>COMPLETE</p>	<ul style="list-style-type: none"> <li>Parliament House Level -4 building remodelling now complete – now comprising a Tribunals Hearing Suite, principally for use by the Health and Education Chamber and MHTS.</li> <li>Relocation from George House – the works for the 6th Floor of Edinburgh Sheriff Court (SC), commenced in September 2025 and are scheduled to be complete by end March 2026 – work includes reconfiguration to accommodate four new hearing rooms, along with consultation spaces, waiting rooms, chambers, and open-plan offices. Additionally, the former reception area for COPFS will be transformed into a Remote Jury Room (RJR), replacing the current provision at the Odeon Cinema on Lothian Road, Edinburgh.</li> <li>The ‘break option notices’ ending lease agreements at Odeon Cinema and George House, are in place, ending agreements with effect from 31 March and 31 August 2026 respectively.</li> </ul>	<ul style="list-style-type: none"> <li>Parliament House – 4: operational hearings to commence end March 2026.</li> <li>The building works on 6th floor at Edinburgh SC are well progressed with construction work completion and technology installation target for both the remote jury room and Tribunals space at end March, which will enable exit from Odeon. The Tribunals technology installation completion date is also end of March, but full testing will not be complete until the end of April.</li> </ul>
	<p><b>CORP: 02</b> We will <b>develop our pilot work in Artificial Intelligence (AI)</b>, commencing use of transcription service in specified case types, to deliver efficiencies and improved service, ensuring our use of AI is ethical, inclusive and trustworthy.</p>	<p>Satisfied service users Digital services Efficiency and best value Sustainability</p>	<p>March 26</p>	<p>COMPLETE</p>	<ul style="list-style-type: none"> <li>The ‘Automated Transcription Service’ project, to assist with Evidence by Commissioner (EbyC) hearings, is running successfully. Quality Assurance (QA) demonstrates 97% and above accuracy rates being achieved, and with the use of new ceiling array microphones 85% accuracy rate has been achieved for Speaker Identification functionality. The Proof of Concept has now formally been closed. However, the service continues to provide EbyC transcriptions to courts.</li> <li>The Glasgow High Court No. 3 Transcription Proof of Concept has now been completed and closed, with an outstanding action ongoing with LPPO regarding data ownership and usage.</li> <li>Delivery roadmap has now been developed for the adoption and roll-out of Microsoft Copilot across all users across SCTS.</li> <li>AI Delivery Capability continues to be built in the form of a dedicated team consisting of an AI Engineer, Business Analyst and Project Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Strategic EAB decision on the Evidence by Commissioner Automated Transcription Service by: (1) switching off the legacy service, (2) delivering core stabilisation to maintain continuity, and (3) developing and implementing the new live service.</li> <li>Undertaking training and comms activities for Copilot adoption and rollout, identifying pilot user group, analysing use cases and putting feedback &amp; support mechanisms in place.</li> <li>Onboarding and initial delivery output of MS365 AI delivery expert – focussed on utilising existing AI services within our Microsoft platform across the organisation</li> <li>AI Delivery Team to recruit a second AI Engineer and an AI Architect by end March.</li> </ul>
	<p><b>CORP: 03</b> We will <b>continue to upgrade our network connectivity</b>, expanding coverage <b>across the SCTS estate</b> to support the delivery of key reform initiatives, while protecting the justice system from security risks and business disruption.</p>	<p>Skilled and motivated people Efficiency and best value Purposeful collaboration</p>	<p>March 25 (re-profiled from Dec)</p>	<p>COMPLETE</p>	<ul style="list-style-type: none"> <li>Ongoing work in Edinburgh PH to accelerate the rollout of replacement equipment and expand the WiFi coverage.</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled work for this year complete - ongoing activity to expedite approvals and complete outstanding works across some court locations.</li> </ul>
	<p><b>CORP: 04</b> We will ensure our people have the skills to <b>deliver an excellent service, implementing trauma awareness training across the organisation</b> and publishing revised technical training manuals, to ensure we provide a professional, trauma-informed service.</p>	<p>Satisfied service users Skilled and motivated people Digital services Efficiency and best value</p>	<p>Ongoing throughout 2025-26</p>	<p>COMPLETE</p>	<ul style="list-style-type: none"> <li>NHS Level 1 and 2 Trauma Informed (TI) e-modules show over 90% completion rates, with modules allocated to all new starts according to needs assessment.</li> <li>Additional NHS voluntary general IT modules have launched and an updated EQIA toolkit has been published, with inclusion of trauma awareness.</li> <li>Vicarious trauma in-person training planned and scheduled for March and April</li> <li>Additional trauma trainer identified from HRU to support Trauma Informed Practices and Learning</li> <li>Successfully completed 3 sessions of Compassionate Leadership training (Grade 7 and above)</li> </ul>	<ul style="list-style-type: none"> <li>Compassionate leadership models and theories to be embedded in leadership courses.</li> <li>Trauma Skilled face-to-face training available on a quarterly basis – delivered by accredited ELU in-house trainers.</li> <li>Vicarious Trauma and Wellbeing training to be scheduled through the year for HEO, SEO and Grade 7 colleagues.</li> <li>SCTS will continue to provide representation at Victim’s Taskforce Workstream 2 and Steering Group of the National Trauma Transformation Programme.</li> </ul>
	<p><b>CORP: 05</b> We will <b>embed flexible workforce planning and succession planning</b> processes across the organisation, ensuring the way we work supports the business we need to deliver</p>	<p>Satisfied service users Skilled and motivated people Digital Services</p>	<p>Feb 26</p>	<p>AMBER</p>	<ul style="list-style-type: none"> <li>Critical role analysis (SEO to Executive Director) refresh work has been completed. HRU and ELU are collaborating to establish our new Succession Planning Model.</li> <li>Methodology and process for identifying skill needs for critical roles and how these can be supported through talent management approaches is being reviewed.</li> <li>Operational workforce planning data reports and guidance have been issued to all Sheriffdom Business Managers (SBMs).</li> <li>Analysis of workforce data was completed by SBM’s using the workforce planning toolkit and aligned with Business Planning. Collective priorities for the next 24-48 months were identified and agreed with HRU at the Court Operations Delivery SLT meeting on 26 January 2026.</li> <li>Work is progressing to produce an operational workforce planning report detailing staffing priorities within Court Operations (Sheriff and Justice of the Peace Courts) for the next 1-2 years.</li> </ul>	<p><b>Amber status reflects the fact that the succession planning model and skills-needs methodology are still being finalised.</b></p> <p>Critical Position Analysis Report, including planned Succession Planning activities, to be presented to the Executive Team in March.</p> <ul style="list-style-type: none"> <li>Operational Workforce Planning: SBM’s to be provided with more information regarding risks and opportunities associated with identified workforce priorities identified for the next 24-48 months.</li> <li>Report to be produced sharing outcomes of Operational Workforce Planning across Court Operations Delivery for the Executive Team, by end March 2026.</li> </ul>

**RAG Colour Status:** **Green** – Outcome on track. **Amber** – Board to be aware - progress has not proceeded as originally planned - issue being managed by the Executive. **Red** – Board to consider - may require intervention or decision. **White** – Not yet started. **Blue** – Complete. **Grey** – Paused (explanation will be provided). **Note** – where items are marked as red or amber a short assessment of any broader impact and/or any issues that the Board needs to consider is provided.