



**Scottish Courts
and Tribunals Service**



Business Plan 2015-16



Contents

	Page
Foreword	3
About Us	4
Setting the Scene	5-11
• Operating Environment	5
• Policy & Legislative Environment	6-7
• Financial Environment	8-10
• Business Volumes	11
Business Outcomes for 2015-16	12- 20
• A well supported Judiciary	13
• Satisfied Court & Tribunal Users	14
• Skilled Engaged and Motivated People	15
• A Well Managed Estate	16
• Efficient Business Processes	17
• Digital Innovation	18
• Purposeful Collaboration with Justice Bodies	19
• Funding & Best Value	20
Annexes	
• Annex A – Key Strategic Risk Areas	21
• Annex B – Strategy for Justice – Outcomes & Priorities	22
• Annex C – Summary Financial Plan	23-24
• Annex D – Business Volumes and Planning assumptions	25-26
• Annex E – Our Strategic Priorities & Objectives – 2014-2017	27-31
• Annex F – Summary of Key Performance Indicators (KPIs)	32-33



Foreword

Eric McQueen
Chief Executive
Scottish Courts and Tribunals Service

This plan details our activities and the environment in which we will be working in 2015-16. It is our first annual plan as the Scottish Courts and Tribunals Service (SCTS) and I am delighted to welcome the staff who provide expertise and support to Scotland's tribunals into the organisation. The establishment of the SCTS ensures that Scotland's Courts and Tribunals will continue to receive the professional, independent and specialist support that they require – and that users of both courts and tribunals expect. The outcomes detailed in this plan set out how we will continue to develop services that are well-managed, making the most of reforms and delivering sustainable improvements in the long term. By achieving these outcomes we continue to deliver our purpose of supporting justice.

We are now in the second year of our Corporate Planning period for 2014 -17. Significant progress was made on a number of objectives during 2014-15, but there is much work to do as the scale and pace of change across the justice system remains high. To ensure that we focus on the outcomes that will deliver greatest benefit to court users, tribunal users and the justice system as a whole we continue to align activity under our strategic priorities:

- A well-supported judiciary
- Satisfied court and tribunal users
- Skilled, engaged and motivated people
- A well-managed estate
- Efficient business processes
- Digital innovation
- Purposeful collaboration with justice organisations
- Funding & best value

Whilst certain functions are rightly separated between justice organisations we all seek to deliver the best outcomes for those who find themselves in the system – victims of crime, witnesses, court and tribunal users who may be unfamiliar with, or daunted by, the system. With that in mind we continue to work with the Scottish Government and all justice partners, supporting the Strategy for Justice in Scotland. It provides us with shared principles for improving the justice system in both the short and long term.

Delivering high quality services and managing significant change requires a team of skilled, engaged and motivated people. Our staff have a strong record of success. We will continue to invest in their growth and development, learning from the experiences in both the courts and tribunals we support. By doing so, and by focusing on the outcomes in this plan, we will build a stronger Courts and Tribunals Service for the future.

A handwritten signature in black ink, appearing to read 'Eric McQueen', written in a cursive style.

Eric McQueen –
Chief Executive

Scottish Courts and Tribunals Service

About Us

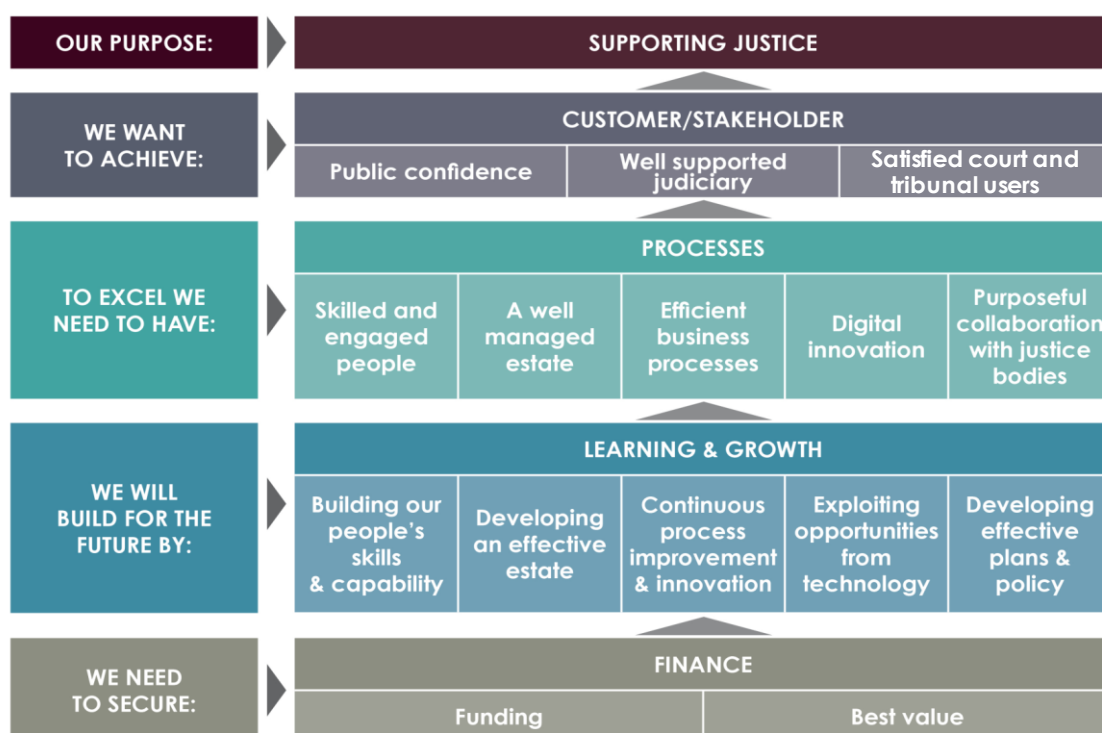
The Scottish Courts and Tribunals Service (SCTS) is a non-ministerial department established by the Judiciary and Courts (Scotland) Act 2008. Its statutory function is to provide administrative support to the Scottish Courts, devolved tribunals and the Office of the Public Guardian (OPG).

The purpose of the SCTS is **supporting justice**. We fulfil that purpose by providing the people, buildings and services needed to support the judiciary, courts, tribunals and the OPG. This Business Plan covers the 2015-16 financial year. It aligns with our [Corporate Plan](#) which sets out our strategic vision and priorities over the 3 years from 2014-15 to 2016-17. For each year of the Corporate Plan, SCTS prepares a Business Plan. This plan explains the environment within which SCTS will be operating and sets out the main outcomes we aim to deliver in the second year of the Corporate Planning period.

Our **vision** is to **build a stronger Courts and Tribunals Service** – focused on improving access to justice, reducing delay and cost within the justice system and maximising the use of technology to improve our services. In support of our strategic priorities and objectives individual SCTS business units prepare their own plans incorporating local delivery priorities. All the work we do is underpinned by our core values of:

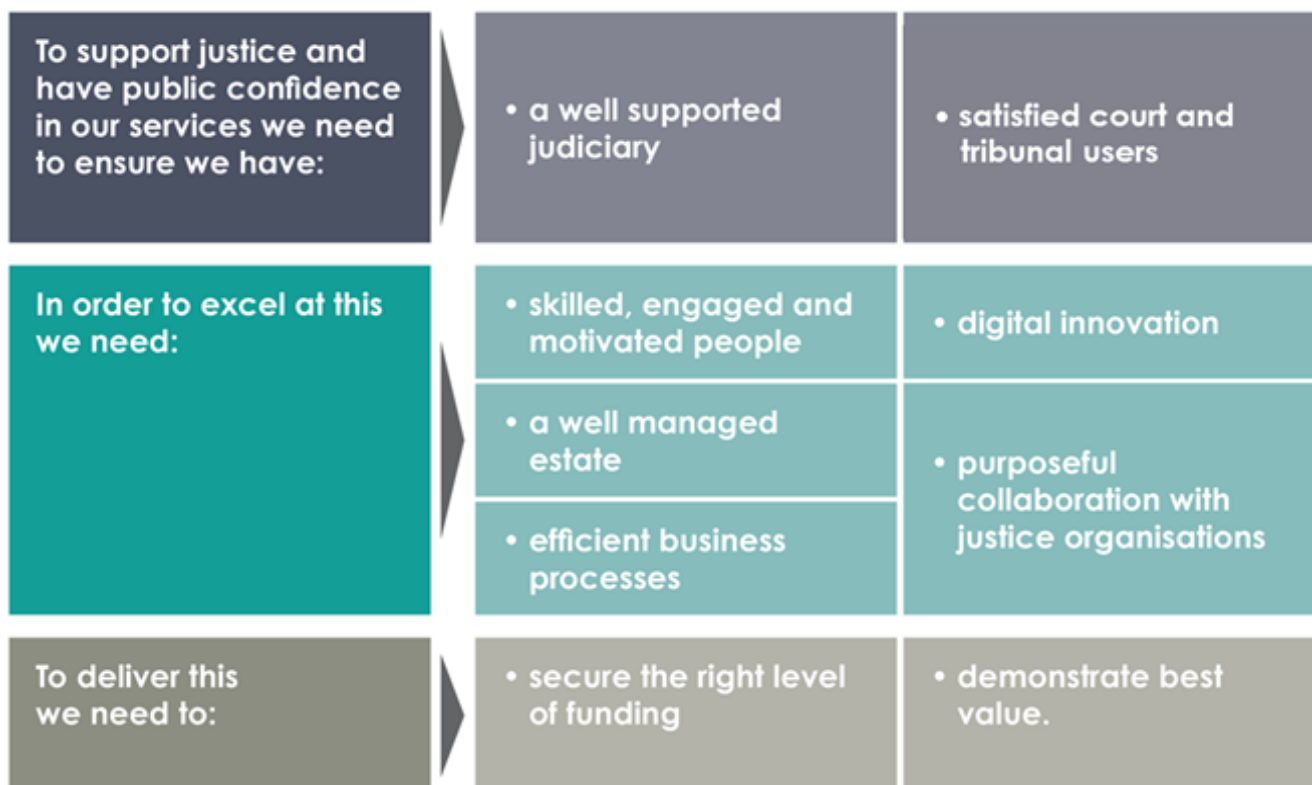
- commitment and professionalism;
- providing a high quality service;
- integrity and impartiality;
- working to improve the justice system; and
- using resources effectively.

Our **strategic purpose and priorities** are illustrated in our **strategy map**. This map sets out how the priorities are aligned to the delivery of our purpose.



Setting the Scene – Our Operating Environment

The scale and pace of change and reform across the justice system remains significant. The creation of the SCTS is one example, but there are a number of other major reforms to both civil and criminal justice either under way or planned. To be successful in this environment the SCTS maintains a clear strategy and is committed to working in partnership. The strategy, set out in our Corporate Plan, details our 9 strategic priorities.



In order to successfully deliver on these priorities the way in which we approach our business is critical. Our **delivery themes** make clear that the service needs to:

- **realise the full benefits from reforms** to the justice system currently under way or planned;
- **continually improve its services** to victims, witnesses and all court & tribunal users – through improvements to facilities and digital innovation;
- be **well managed & affordable** in the long term.

While independent we work in **collaboration** with the Scottish Government and a broad range of justice agencies. The [Justice Strategy for Scotland](#) provides a common focus for all agencies involved in the delivery of criminal and civil justice and our work supports the delivery of its outcomes and goals (which are summarised at Annex B).

The identification and effective management of **risk** is also necessary to ensure that risks to achieving our priorities are identified, assessed, addressed and reviewed. The key Corporate risks identified by the SCTS Board are summarised at Annex A. These were reviewed by the Board in February 2015 and are kept under regular review. Actions to control and mitigate corporate risks are monitored by the SCTS Board’s Audit and Risk Committee.

Setting the Scene - Policy and Legislative Environment

Scottish Ministers have set an ambitious programme of reforms aligned to clear outcomes for Scotland's justice system which are detailed in the Strategy for Justice in Scotland. That strategy supports many of the changes we have already identified in our Corporate Plan. Collaborative justice system working is fundamental to the success of our change programme; to the implementation of wider reforms; and to living within tightly controlled budgets.

A diagram summarising the approach of the Strategy for Justice in Scotland is at annex B

The policy and legislative environment during 2015-16 will be a challenging and a changing one, with the UK General election and the final year of the current Scottish Government's legislative programme. Throughout these changes, the SCTS recognises the fundamental importance of continuing to work collaboratively with all our partners in helping to develop and deliver the best justice outcomes for Scotland.

2015-16 will be a significant year in policy and legislative terms for the SCTS:

- The implementation of the Courts Reform (Scotland) Act 2014 will see the new £100,000 privative limit introduced in the Sheriff Courts, the creation of the new Sheriff Appeal Court, the creation of Summary Sheriffs, and the updating of civil court rules to support these changes.
- The implementation of the Victims and Witnesses (Scotland) Act 2014 will see a significant widening of the availability of special measures for victims and witnesses right across the Scottish Court estate. The SCTS will publish and monitor new service standards for victims and witnesses attending court, and we will continue to work collaboratively with our justice partners in ensuring that our services in this regard are as joined up as possible.
- As we work towards upgrading our ICT across the court estate, we will continue to explore ways in which we can make best use of technology in delivering justice. The Scottish Government launched its Justice Digital Strategy in 2014, and the SCTS will play a key part in helping to develop proposals to support the strategy.
- SCTS will contribute to the policy development and parliamentary stages of the Criminal Justice (Scotland) Bill and the Scottish Government's proposed Bill to reform Fatal Accident Inquiries Legislation.

The creation of a single organisation providing support to Courts and Tribunals administration gives us the opportunity to think more broadly about how the SCTS can best support justice across Scotland.

- The Tribunals (Scotland) Act 2014 creates two new tribunals – the First-tier Tribunal for Scotland and the Upper Tribunal for Scotland – to be known collectively as the Scottish Tribunals. Over time existing and new devolved tribunals will be transferred into this structure.
- The Act designates the Lord President as Head of the Scottish Tribunals and establishes a new office – the President of the Scottish Tribunals – with powers delegated from the Lord President.

- The first commencement order made under the Act enabled the Lord President to assign the Right Honourable Lady Smith as the first President of the Scottish Tribunals. She joins the Board of the newly created SCTS, ensuring that expertise on tribunal matters is present on the Board from the outset. The President of one of the devolved tribunals will also join the Board as a consequence of the merger.
- The 2014 Act also brings tribunal appointments under the remit of the Judicial Appointments Board for Scotland.
- The Smith Commission has recommended that responsibility for the administration of reserved tribunals operating in Scotland be transferred to the Scottish Parliament. The SCTS will work closely with the Scottish and UK governments as these recommendations are developed and will ensure that any transfer is well planned, effectively managed and implemented to the benefit of those using the services of the tribunal.
- The jurisdiction of housing tribunals will expand later in 2015 to include a letting agent tribunal and will see the transfer of civil Private Rented Sector cases from the court to the first tier tribunal in relation to the regulation of private landlords. Additionally the existing Private Sector Housing Panel will take on 3rd Party applications and landlord access applications.

Setting the Scene - Financial Environment

Summary

The Scottish Government's draft budget for the SCTS has been set at £87.4m for 2015-16. At £15.1m over the previous year's (2014-15) SCS budget of £72.3m, the majority of this increase (£11.5m) relates to the transfer of STS operating costs following the merger of the courts and tribunals administrations.

Further detail on the 2015-16 financial plan is provided at Annex C (p23-24)

As in previous years, we anticipate additional in-year funding of approximately £0.4m to meet the costs of shreival recharges arising through judicial vacancies. The Scottish Government has also agreed that further additional funding of £1.65m will be made available during the year to facilitate the creation of the Scottish Sentencing Council and expected increased tribunal activity levels.

Our funding plan for 2015-16 focuses on our strategic priorities, ensuring that we will:

- deliver the justice reforms,
- target investment on services and technology, and
- be financially sustainable.

Savings totalling £1m, (including savings from the Court Closure programme and efficiencies in corporate support) have been incorporated in the 2015-16 projections. These savings will mitigate external cost pressures including a rise in employer Pension contributions (£0.9m), increased activity levels in courts and inflationary pressures.

As a result of making a number of difficult decisions in previous years we have been able to maintain staff numbers whilst fully resourcing the significant justice reform programme. We will continue to increase our investment in ICT to deliver:

- a substantially upgraded infrastructure
- the development of a new case management platform
- improved presentation and management of digital evidence in courts; and
- upgraded video link capability to meet the needs of vulnerable victims and witnesses.

Where do we invest our resources?

Diagram 1 (page 9) shows where the SCTS allocates its **resource by business area**. This diagram illustrates that over 37% of our expenditure is utilised in supporting direct court business with a further 13% supporting front line activities such as Tribunals and OPG. As in previous years the cost of maintaining a diverse and historical estate is high; accounting for some 25% of our resource. In line with our commitment to digitise our service over 11% of our available funds are targeted on development and strengthening our ICT provision.

Revenue Expenditure

The financial plan detailed at annex C illustrates that revenue expenditure for 2015-16 is budgeted at £102.6m – inclusive of a Revenue Reserve of £0.4m held to provide flexibility for emerging needs. The major cost drivers are staff, accommodation and estates management costs which account for over 70% of expenditure. In a tight financial environment and building on savings of £0.2m already factored in through the impact of the court restructuring programme, further

reductions in estate maintenance (£0.5m) and lower consultancy and support costs (£0.2m) will deliver a balanced budget.

Capital Expenditure

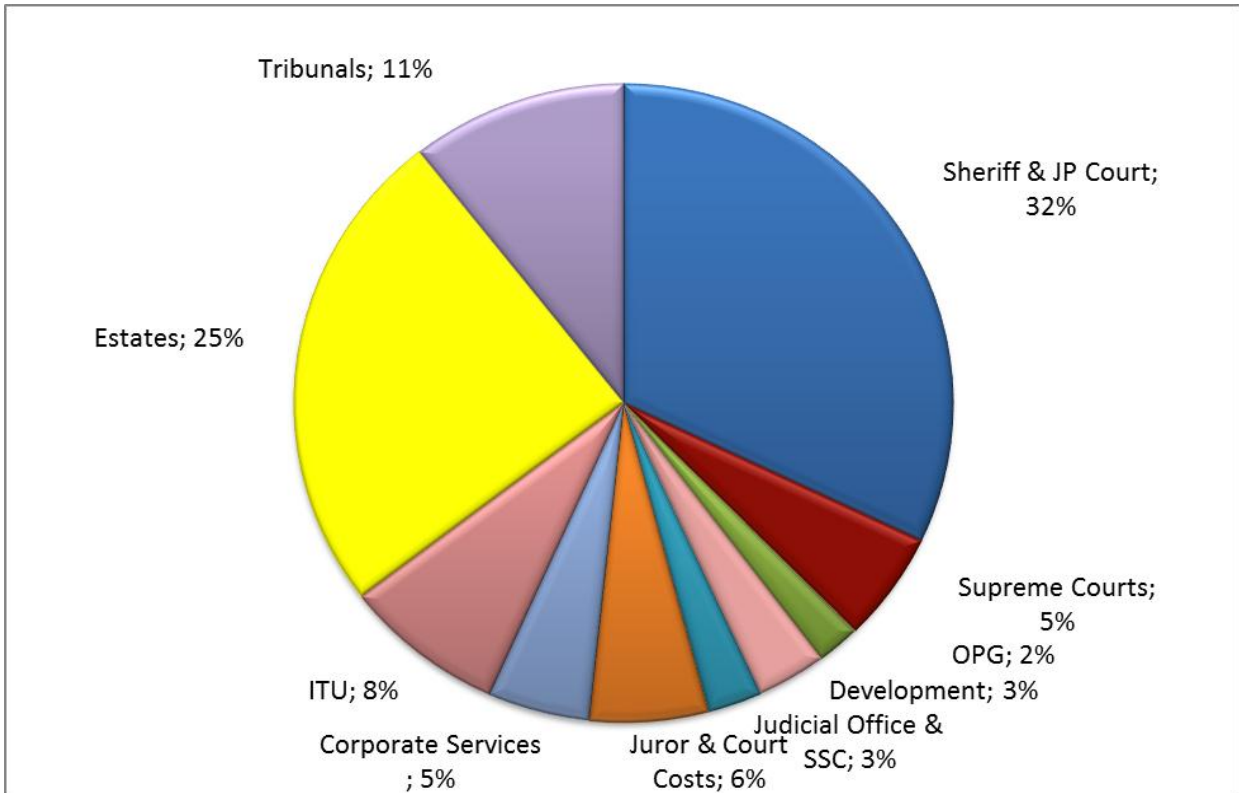
The Scottish Government has allocated capital funding of £7.5m for 2015-16. The SCTS will augment this with transfer of a further £0.3m from revenue to deliver a balanced yet ambitious programme of capital investment, investing in further digital innovation and maintaining the effective and safe estate required of a modern court service.

We continue to exercise strong options appraisal and project management to deliver best value in our capital investment with a focus on relieving and minimising future costs to the SCTS as a key factor in any appraisal throughout 2015-16.

Our capital funding of £7.8m is allocated across Estates (£3.0m), ICT (£3.3m) and CMS development (£1.5m). Key areas of focus in 2015-16 will be:

- completing the upgrade of the Wide Area Network
- completing the upgrade of the Local Area Network and introducing Wi-Fi capacity
- roll out of a high standard court room technology refresh
- upgrading video conferencing capability – including special measures to protect the vulnerable
- addressing backlog maintenance of the courts estate
- investing in estates improvement and development projects where possible
- continuing to promote carbon reduction initiatives, and
- developing the platform for new case management systems – with a new civil case management system to be introduced from the autumn of 2016.

Diagram 1 – SCTS Resource – by business area



Income

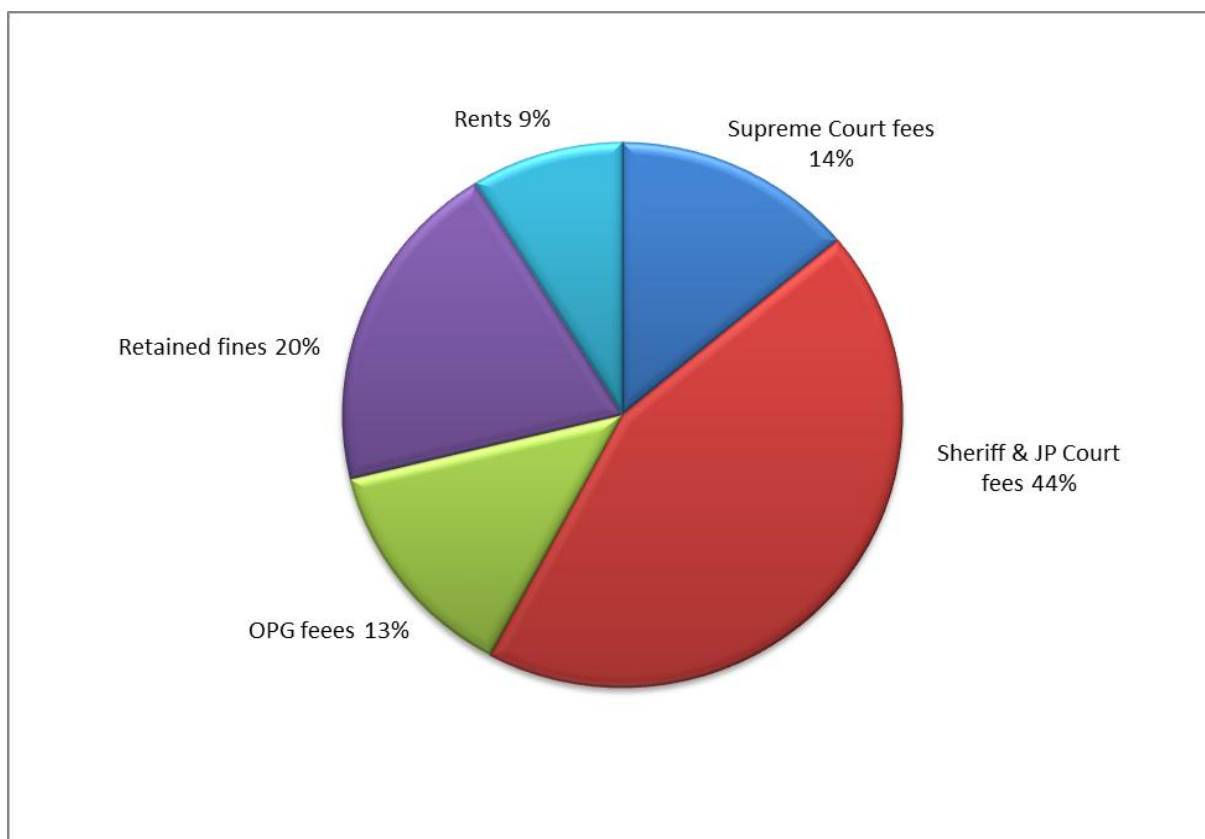
The majority of the SCTS annual running costs are met through core funding from the Scottish Administration Budget (£87.4m) with a significant balance (£35.4m) being met from other sources of income. Diagram 2 illustrates the sources of the £35.4m income.

Over 70% of SCTS’ income (£25m) is derived from fees. At £15m, the majority of these come through Sheriff Court fees, which are forecast to hold steady. Office of the Public Guardian fees are also holding up well.

Court of Session fees have shown a slight decline over 2014-15 and we forecast this trend to continue. All of these factors, along with the impact of the planned Fee Order to be considered by the Scottish Parliament are reflected in the flat projection for fee income for 2015-16.

Income from retained fines accounts for some 20% of the SCTS’ income. Falling activity levels in 2014-15 suggest a reduction of almost 10% against the 2014-15 budget, with the new norm on the level of fines that can be retained forecasted to be around £7m. The SCTS also provides accommodation and associated services to a number of public bodies, notably COPFS, attracting income of £3m.

Diagram 2 – SCTS Income



Tables summarising the financial allocation for 2015-16, broken down by both service area and cost category, can be found at annex C.

Setting the Scene – Business Volumes

During the past two years we have experienced an increase in the number of summary criminal cases in the Sheriff and Justice of the Peace courts. In 2014-15 we experienced an increase of around 17,000 (13.8%) in the number of summary complaints registered and an increase of 2,000 (20%) in the number of summary trials heard compared to business volumes in 2012-13.

Annex D provides summaries of key business volumes for 2012-13 & 2013-14, It also provides a forecast for 2014-15 and a projection for 2015-16. (Pages 25-26)

A range of factors have driven these increases, including more consistent and pro-active policing in relation to road traffic offences; greater consistency in case marking policies and increased reporting and prosecution of certain crime types such as domestic abuse. We have adjusted our summary court programmes to deal with the increased business and will keep them under review.

The number of sheriff court solemn trials has been relatively steady but we have seen a 12% increase in the number of indictments registered in 2014-15 (from just over 6,000 to 6,800). The planning assumption is that this new, higher level is likely to become the norm. Civil case volumes are now relatively stable; the current planning assumption is that this will continue to be the position, although business levels will be closely monitored in order to match capacity with demand and to assess the impact of reforms.

Activity within the Office of the Public Guardian (OPG) reflects the continuing high volume of demand for Powers of Attorney and Guardianship Orders. There was a significant increase in the number of Powers of Attorney registered in 2014-15, which reflects a focused effort to clear case backlogs, ensuring that, as volumes continue to grow, powers can continue to be registered quickly and efficiently. In 2012, OPG introduced a facility which allowed online submission of all Powers of Attorney. This has been well received, with approximately 45% of all submissions now being made via this route. OPG will continue to promote electronic submission as the preferred method.

Financial Penalties

We will commence a phased rollout of a new automated telephone system for fines payments during 2015-16. The initial phase will allow customers to make payments in relation to any court issued fine as well as the majority of procurator fiscal issued penalties. We will monitor and evaluate the demand for and the success of the system and where appropriate work with justice partners to identify opportunities to widen its scope to include other non-court issued penalties.

As well as improving customer choice the system will also keep us on track to achieve and exceed our goal of digitising 40% of all fine payment transactions by 2016. Around 145,000 fines were processed in 2014-15. Centralising this high transaction area provides us with greater resilience to deal with any future fluctuations in demand.

Tribunal Business Volumes

From 2015/16 SCTS is responsible for ensuring that effective arrangements are in place to support Scotland's devolved tribunals. Annex D details the case volumes heard by these tribunals over the past 2 years and provides projections for the coming year, including, where possible, for the new jurisdictions that will come on stream during the year.

Scottish Courts and Tribunals Service

Business Priorities for 2015-16

In 2015-16, we will continue to deliver on the ambitious strategic priorities set out within our Corporate Plan 2014-17 which will enable the delivery of our core business while operating within strict budget allocations. As members of the Justice Board we will also work with the Scottish Government and other justice organisations and contribute to the implementation of major reforms which support delivery of the Strategy for Justice in Scotland.

Our key business outcomes for 2015-16 are listed on the following pages – these are grouped under our strategic priorities, as follows:

A WELL SUPPORTED JUDICIARY

SATISFIED COURT & TRIBUNAL USERS

SKILLED ENGAGED AND MOTIVATED PEOPLE

A WELL MANAGED ESTATE

EFFICIENT BUSINESS PROCESSES

DIGITAL INNOVATION

PURPOSEFUL COLLABORATION WITH JUSTICE BODIES

FUNDING AND BEST VALUE

The SCTS Board regularly scrutinises progress against this plan, alongside consideration of the Board Scorecard which reports on performance against the key performance indicators listed at annex F. This plan is supported by more detailed unit plans produced by each business area of the SCTS, which are used by Directors to manage progress in individual areas.

A WELL SUPPORTED JUDICIARY

STRATEGIC PRIORITY 1

We aim to ensure that the right technology, systems and processes will be in place to assist the judiciary to implement the justice reforms including the move to judicial specialism and case management, with high quality staff directly supporting the judiciary.

The key areas for our focus in 2015-16 will be:

- Delivering effective support to the courts and tribunals judiciary.
- Continuing to ensure that we take account of the views of the judiciary to help us inform improvements in service.
- Supporting the judiciary in the implementation of the reforms introduced by the Courts Reform (Scotland) Act.
- Supporting the tribunal judiciary as further reforms to the tribunal system are considered and developed.

Outcomes	Delivery Date
1.1 We will provide effective operational and administrative support to the judiciary in any sheriff court exercising a national jurisdiction in respect of personal injury actions	September 2015
1.2 We will provide effective operational and administrative support to establish and manage the criminal and civil business of the Sheriff Appeal Court.	September 2015 <i>(Criminal jurisdiction)</i> January 2016 <i>(Civil jurisdiction)</i>
1.3 We will support the implementation of the Tribunals (Scotland) Act 2014 through efficient management of the process required to bring the tribunals judiciary under the leadership of the Lord President.	December 2015
1.4 We will provide effective administration and operational support to the tribunals judiciary, ensuring their active involvement in shaping proposals for the tribunals expansion.	March 2016

SATISFIED COURT & TRIBUNAL USERS

STRATEGIC PRIORITY 2

We aim to provide the best possible service to all court and tribunal users, seeking views on the quality and effectiveness of the services we provide, and using feedback to inform improvements to our future service delivery.

The key areas for our focus in 2015-16 will be:

- Continuing to build our understanding of the needs and views of court, tribunal and OPG service users to inform improvements in service quality.
- Using the Customer Service Excellence (CSE) standard as our principal tool for driving continuous improvement and as an independent validation of our service competence.
- Developing the use of video links as an alternative to physical appearance in court, subject to procedural competence.
- Improving the customer journey in courts for victims of crime.

Outcomes	Delivery Date
2.1 We will publish shared standards of service with other justice organisations, setting out clearly the victim and witness journey through court cases and the level of service that will be provided at each stage.	May 2015
2.2 We will secure corporate re-accreditation to the Customer Service Excellence standard, underpinning our desire for continuous improvement, informed by court users' insights.	September 2015
2.3 We will continue to promote and mainstream the equalities agenda through the work of our Equalities Advisory Group and Protected Characteristics Group. We will conduct a comprehensive benchmarking exercise to measure efforts to tackle discrimination.	October 2015
2.4 We will ensure that the resources, facilities and technology are in place to support the expansion in the categories of people who will be able to give evidence in court by way of "special measures", as a consequence of the Victims and Witnesses (Scotland) Act 2014.	November 2015
2.5 We will conduct an in-depth court user survey to assess the views of all those who use the courts and use the findings to support future operational improvements.	December 2015

SKILLED ENGAGED AND MOTIVATED PEOPLE

STRATEGIC PRIORITY 3

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

The key areas for our focus in 2015-16 will be:

- Continuing to develop the capability of our managers and people to contribute at strategic and operational level to the delivery of justice reform initiatives.
- Building our capacity through coaching and structured learning to deliver a first-class service, whilst realising the full benefits from court reforms.
- Ensuring that our strategies and systems are efficient and forward-looking, supporting delivery of customer service.

Outcomes	Delivery Date
3.1 We will fully integrate the people practices of the Tribunal Service and Court Service to ensure that SCTS adopts best practice from both organisations.	October 2015
3.2 We will introduce a new time and attendance system and a new people management portal to make key HR transactions more effective and user friendly.	December 2015
3.3 We will extend the Talent Management programme for administrative staff by introducing a specific programme for middle managers.	January 2016
3.4 We will develop a new Professional Standard in Court Administration and pilot this with a group of staff in key roles.	March 2016
3.5 We will consult widely within the SCTS to develop a new People Strategy setting out key priorities for 2016-2019.	March 2016

A WELL MANAGED ESTATE

STRATEGIC PRIORITY 4

We aim to deliver a court estate that is fit for purpose for the 21st century and supports the pyramid structure of ensuring that cases are heard at the right level in an environment that is safe, secure, sustainable and fully meets our equality obligations.

The key areas for our focus in 2015-16 will be:

- Considering the opportunities for future estates development following completion of the court structures project.
- Providing accommodation for the National Sheriff Appeal and Personal Injury court that will support them in the effective discharge of business.
- Developing further joint working with Justice partners including the COPFS shared service.
- Implementing our new estates strategy and carbon management plan to deliver facilities that are optimal for the 21st century.
- Continuing to deliver access improvements across the estate, working with our Equalities Advisory Group to ensure all protected characteristics are taken into account.

Outcomes	Delivery Date
4.1 We will agree new 5 year targets on carbon reduction ensuring that the SCTS continues to act as a leader in sustainability in the justice sector.	June 2015
4.2 We will work with the Scottish Government and the Scottish Futures Trust to develop and assess the feasibility of establishing new Justice Centres in one or several areas.	September 2015
4.3 We will provide suitable accommodation to support the national Sheriff Appeal Court and the delivery of Personal Injury court business.	September 2015
4.4 We will develop a programme of further works to implement the recommendations of our estate wide audit – to improve access and equalities compliance.	December 2015
4.5 We will conduct a review of the Tribunals Operations estate to ensure there is capacity to accommodate the planned expansions to jurisdiction and potential increases in business.	February 2016

EFFICIENT BUSINESS PROCESSES STRATEGIC PRIORITY 5

We aim to create the right platforms for court processes and court users to interact with the SCTS electronically and we will continue to develop our services that are “digital by design”. Our processes will make sure that business through the courts, OPG and tribunals will be highly effective, reliable and economical to deliver.

The key areas for our focus in 2015-16 will be:

- Ensuring that clear and efficient business processes are in place, meeting the needs of the judiciary, court, tribunal & OPG users.
- Ensuring that progress of business is reliable, economical and avoids inappropriate delays.
- Expansion of the use of video link operations following the successful High Court project.
- Expanding operation of our services in other electronic formats and improving the customer journey in various areas of front line delivery.

Outcomes	Delivery Date
5.1 We will expand the range of court to prison video links for full committal hearings to include Dumfries, Stranraer, Edinburgh, Kirkwall, Lerwick, Aberdeen, Inverness and Peterhead Sheriff Courts.	June 2015
5.2 We will continue to explore the potential for greater use of pre-recorded evidence in criminal trials, working in collaboration with justice partners and a range of 3 rd sector groups to develop proposals for reform.	December 2015
5.3 We will roll-out an automated 24/7 telephone system for payment of court and fiscal fines, evaluate its effectiveness and consider the potential for expansion to other financial penalties.	December 2015
5.4 We will introduce a new mail generation and distribution system that will streamline the production and issue of court documents.	January 2016
5.5 We will expand access to a streamlined process for juror citation, reducing levels of correspondence and allowing jurors to respond online. The service will cover all Sheriff and High Court business in Grampian, Highland and Islands. We will review the effectiveness of the process and consider the potential for a national roll-out.	February 2016

DIGITAL INNOVATION

STRATEGIC PRIORITY 6

We aim to place digital innovation at the centre of our service delivery, making sure that courts maximise the opportunities afforded by technology to create better processes, provide easy access & sharing of information, and provide courtrooms with the technology to minimise physical appearance and support quicker outcomes.

The key areas for our focus in 2015-16 will be:

- Rolling out the new platform for our systems, based on a state of the art ICT infrastructure.
- Providing courtrooms with a consistently high standard of ICT to ensure current and future systems can be used to best effect.
- Ensuring that our systems are ready to support greater use of online transactions, video conferencing, digital audio recording and digital evidence presentation – so that the amount of paper in the courtroom reduces.

Outcomes	Delivery Date
6.1 We will develop a refreshed IT strategy for 2015-18, in collaboration with key stakeholders, to ensure it aligns with the Scottish Government Justice Digital Strategy and key SCTS business needs.	August 2015
6.2 We will complete the roll out of our new digital platform – linking courts with high performing network capacity and enabling the introduction of Wi-Fi across the court estate.	October 2015
6.3 We will continue the roll-out of courtroom technology updates by upgrading a further 20 courtrooms – ensuring courts can support increased digital delivery of business.	March 2016
6.4 We will develop a new integrated case management platform and a new civil case management module, based on that platform, which will go live in Autumn 2016.	October 2016

PURPOSEFUL COLLABORATION WITH JUSTICE BODIES STRATEGIC PRIORITY 7

We aim to work with other justice bodies to keep under broad review how the justice change agenda is being managed and communicated and to work on collaborative initiatives to reduce costs and to drive improvement in the efficient delivery of justice.

The key areas for our focus in 2015-16 will be:

- Continuing to actively support collaborative reform and improvement of courts and tribunals through the Making Justice Work programme.
- Exploring the potential benefits of greater joint working in particular services and at particular locations.
- Contributing to effective future policy development and innovation – ensuring it meets the needs of court and tribunal users.

Outcomes	Delivery Date
7.1 We will work with the Justice Board to ensure we play a full role in the delivery of the Strategy for Justice in Scotland, sharing our plans and activities with justice partners to ensure a co-ordinated approach is taken to operational delivery.	Ongoing
7.2 We will support the establishment of the Scottish Sentencing Council, allowing it to commence its work by the end of 2015.	November 2015
7.3 We will collaborate with justice partners to develop a sustainable approach to the management of summary criminal court business volumes, ensuring that trial waiting periods across courts remain as close to the recognised 16 week optimal period as possible.	March 2016
7.4 We will continue to work with the Scottish Government and Justice Partners, ensuring that new policies and legislation support efficiency, effectiveness and high-quality customer service in Scotland's courts and tribunals.	Various dates (dependent on legislative timetable for new bills in 2015-16)

FUNDING AND BEST VALUE

STRATEGIC PRIORITIES 8 & 9

We aim to provide a stable, efficient, proportionate financial base that will allow us to implement the justice reforms, continually improve our services and be sustainable in the long term.

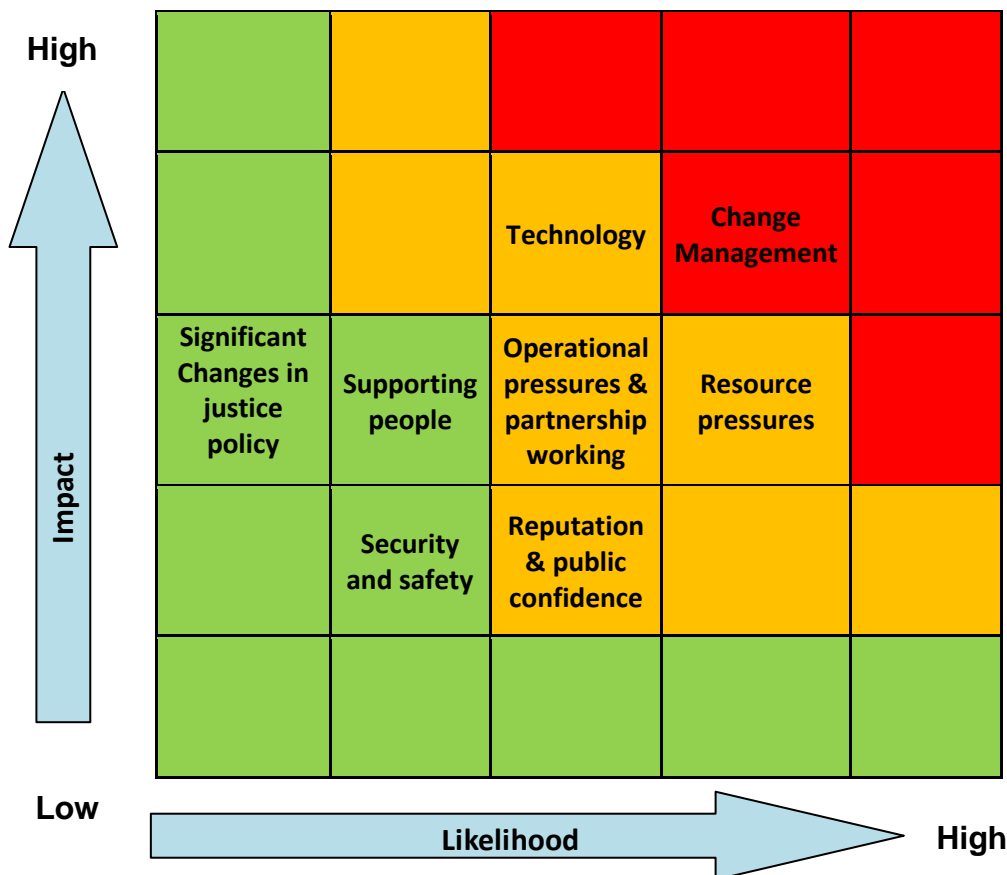
The key areas for our focus in 2015-16 will be:

- Building greater financial competency and knowledge across the organisation.
- Strengthening our financial management through benchmarking and improved use of management information.
- Embedding and demonstrating best value principles in our operational delivery.
- Maintaining our commitments to equality and sustainability.

Outcomes	Delivery Date
8.1 We will complete a review of the financial competency and capability of the organisation.	August 2015
8.2 We will develop a refreshed costing model for the organisation to strengthen our investment analysis and forecasting ability.	September 2015
8.3 We will review and enhance our project and risk management regime to ensure that project delivery, key risks and costs are effectively managed.	October 2015
8.4 We will support the passage and implementation of a revised Court Fees Order to deliver a robust charging regime.	October 2015
<i>The following outcomes which feature elsewhere in this plan are also relevant to the best value themes of equality and sustainability</i>	
<i>2.3 We will continue to promote and mainstream the equalities agenda through the work of our Equalities Advisory Group and Protected Characteristics Group. We will conduct a comprehensive benchmarking exercise to measure efforts to tackle discrimination.</i>	<i>October 2015</i>
<i>4.1 We will agree new 5 year targets on carbon reduction ensuring that the SCTS continues to act as a leader in sustainability in the justice sector.</i>	<i>June 2015</i>
<i>4.4 We will develop a programme of further works to implement the recommendations of our estate wide audit – to improve access and equalities compliance.</i>	<i>December 2015</i>

Annex A – Key Strategic Risk Areas & Corporate Risks

Strategic Risk Categories – Identified and Mapped by the SCTS Board



Strategic Risk Category	Corporate Risk(s) monitored by SCTS Board and Audit & Risk Committee
1. Change Management	Scale and pace of change exceeds capacity to deliver Ability to effectively deliver business and/or reform falls due to budget constraint
2. Technology	Loss of Business due to failure of ICT New IT infrastructure and/or systems do not allow full realisation of benefits
3. Resource Pressures	Ability to effectively deliver business and/or reform falls due to budget constraint Failure to maintain right level of skilled and knowledgeable staff to deliver SCTS business
4. Operational Pressures & Partnership Working	Essential Court business and services compromised due to Staff/building shortages Loss of personal or sensitive data. Loss of Business due to failure of ICT Partnership Working fails to maximise system efficiency or realise full benefits of reform
5. Supporting People	Failure to maintain right level of skilled and knowledgeable staff to deliver SCTS business Lack of staff engagement
6. Significant Changes in Justice Policy	Scale and pace of change exceeds capacity to deliver New IT infrastructure and/or systems do not allow full realisation of benefits
7. Reputation & Public Confidence	Loss of personal or sensitive data. Loss of Business due to failure of ICT Essential Court business and services compromised due to Staff/building shortages Scale and pace of change exceeds capacity to deliver
8. Security & Safety	Significant Health and Safety or Security breach

Annex B – Strategy for Justice

PURPOSE					
To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.					
VISION					
Our vision is of a justice system that contributes positively to a flourishing Scotland, helping to create an inclusive and respectful society in which all people and communities live in safety and security, individual and collective rights are supported and disputes are resolved fairly and swiftly					
NATIONAL OUTCOMES		We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others		Our public services are high quality, continually improving, efficient and responsive to local people's needs	
We live our lives safe from crime, disorder and danger					
JUSTICE OUTCOMES	We experience low levels of crime	We experience low levels of fear, alarm and distress	We are at a low risk of unintentional harm	Our people and communities support and respect each other, exercising both their rights and responsibilities	
We have high levels of confidence in justice institutions and processes	Our public services are fair and accessible	Our institutions and processes are effective and efficient	Our public services respect the rights and voices of users		
PRIORITIES					
Reducing crime, particularly violent and serious organised crime	Reducing reoffending	Tackling hate crime and sectarianism	Enhancing efficiency	Supporting victims and witnesses	Widening access to justice and advancing law reform
Reducing the damaging impacts of drug and alcohol problems	Preventing offending by young people	Reducing the harm from fires and other emergencies	Increasing public confidence and reducing fear of crime	Strengthening community engagement and resilience	Transforming civil and administrative justice
APPROACH					
Building safer communities	Getting it right for every child	Whole system approach	Making justice work	Victims and witnesses legislation	Reducing reoffending II
Road to recovery	Equally well	Early years framework	Achieving our potential	Reassuring the public	Police and fire reform

Annex C – Summary Financial Plan

2015-16 - Financial Summary by Cost Category

Cost Category	2014-2015 Budget SCS £000's	2015-2016 Budget		
		SCS £000's	STS £000's	SCTS £000's
Pay	42,824	43,394	3,203	46,597
Other Staff Costs	1,116	2,106	46	2,152
Rent & Rates	9,433	9,493	621	10,115
Accommodation	7,578	7,835	277	8,112
Building Maintenance	7,965	5,693	4	5,698
Judicial Costs	4,869	4,008		4,008
Office & Other	5,637	5,612	253	5,865
Supplies & Services	3,835	4,246	734	4,980
Training	436	402	5	407
Travel	787	843	133	975
Members Fees & Expenses	0	0	6,316	6,316
Total Direct Costs	84,481	83,633	11,593	95,226
Total Operational Costs	6,452	7,052	0	7,052
Reserve/(Shortfall)		400	0	400
Total Revenue Expenditure	90,933	91,085	11,593	102,678
Fees for Civil Cases	(24,700)	(25,100)		(25,100)
Rents Receivable	(3,093)	(3,065)		(3,065)
Retained Fines	(7,700)	(7,200)		(7,200)
STS Fees & Charges			(60)	(60)
Total Receipts	(35,493)	(35,365)	(60)	(35,425)
Net Revenue Expenditure	55,440	55,720	11,533	67,253
Estates capital	4,070	3,000	0	3,000
ICT capital	3,330	3,310	0	3,310
CMS Development	400	1,470	0	1,470
TOTAL CAPITAL	7,800	7,780	0	7,780
Total Cash Outturn	63,240	63,500	11,533	75,033
Depreciation	11,780	14,200	179	14,379
Total Expenditure	75,021	77,700	11,711	89,411
In-Year Funding	2,671	1,400	650	2,050
Budget Bill Funding	72,350	76,300	11,061	87,361

Annex C (cont) – Summary Financial Plan

2015-16 - Financial Summary by Service Area

Budget Funding Allocation	Budgets 2015-2016		
	Revenue £000's	Capital £000's	Total £000's
Sheriff Court and Justice of the Peace Court	32,469		32,469
High Court and Court of Session	6,101		6,101
Office of the Public Guardian	2,374		2,374
Operations Policy and Development	1,730		1,730
Judicial Office	2,592		2,592
Part Time Judicial Fees (Shrieval Fees)	2,990		2,990
Juror Costs, Medical and Specialist Court Reports	7,052		7,052
Civil Courts Reform	202		202
CMS	361	1,470	1,831
Sentencing Council	300		300
Corporate Services	5,178		5,178
Information Communications and Technology	5,015	3,310	8,325
Estates and Property Services	24,321	3,000	27,321
Reserves	400		400
Scottish Tribunal Service	11,593		11,593
Total Operational Running Costs	102,678	7,780	110,458
Receipts	(35,425)		(35,425)
Depreciation	14,379		14,379
Total SCS Expenditure	81,631	7,780	89,411
Anticipated In-Year Funding			
STS			650
Shrieval Recharge			400
Sentencing Council Funding			1,000
Total SCTS Budget Bill	81,631	7,780	87,361

Annex D – Business Volumes and Planning Assumptions

	2012-13	2013-14	Forecast for 2014-15	Projection for 2015-16
Court of Session judge days	1823	2071	1950	1900
High Court judge days	3867	3964	3880	3800
Sheriff Court Sitting Days	28178	28160	28250	28500
Sheriff Courts: Summary				
Complaints Registered	68638	76555	72000	70000
Trials Evidence Led	7041	7866	8500	8500
Sheriff Courts: Solemn				
S&J Indictments Registered	5998	6033	6800	6800
S&J Trials Evidence Led	1200	1379	1385	1450
JP Courts: Summary				
Complaints Registered	53645	67767	68000	68000
Trials Evidence Led	2491	2590	3020	3000
Sheriff Courts: Civil				
Ordinary Cause Registered	24467	24026	23500	23500
OC Proofs Proceeding	961	984	850	850
Summary Cause/Small Claims Registered	47244	48485	48000	48000
SC Proofs Proceeding	678	649	500	500
Office of the Public Guardian				
Powers of Attorney registered	42528	42030	69555*	56900
Guardianship Orders registered	2073	2264	2502	2800
Access to funds orders registered	415	364	367	370
Intervention orders registered	340	369	332	330

* 2014-15 saw a significant rise in the number of Powers of Attorney registered, as case backlogs were tackled to ensure that cases can be registered speedily in future. The underlying level of applications for Powers of Attorney continues to increase year on year and this is reflected in the planning assumption for 2015-16.

Annex D (cont) – Tribunal Business Volumes & Planning Assumptions

TRIBUNAL RECEIPTS, DISPOSALS & HEARING DAYS – 2013/14

Tribunal	Receipts	Disposals	Hearing Days
Additional Support Needs Tribunals	58	63	14
Homeowner Housing Panel	133	330	61
Lands Tribunal for Scotland	261	1187	69
Mental Health Tribunal for Scotland	3715	3719	3140
Pensions Appeal Tribunals Scotland	184	248	70
Private Rented Housing Panel	172	296	133
Scottish Charity Appeals Panel	4	2	9.5
Council Tax Reduction Review Panel	6	12	0

FORECAST TRIBUNAL RECEIPTS, DISPOSALS & HEARING DAYS – 2014/15

Tribunal	Receipts	Disposals	Hearing Days
Additional Support Needs Tribunals	81	67	46
Homeowner Housing Panel	187	323	81
Lands Tribunal for Scotland	175	299	60
Mental Health Tribunal for Scotland	3847	3743	3381
Pensions Appeal Tribunals Scotland	303	226	81
Private Rented Housing Panel	299	224	200
Scottish Charity Appeals Panel	0	0	0
Council Tax Reduction Review Panel	49	44	7

PROJECTED TRIBUNAL RECEIPTS, DISPOSALS & HEARING DAYS – 2015/16

Tribunal	Receipts	Disposals	Hearing Days
Additional Support Needs Tribunals	81	67	46
Homeowner Housing Panel	187	323	81
Lands Tribunal for Scotland	175	299	60
Mental Health Tribunal for Scotland	3847	3743	3381
Pensions Appeal Tribunals Scotland	303	226	81
Private Rented Housing Panel	299	224	200
Scottish Charity Appeals Panel	0	0	0
Council Tax Reduction Review Panel	49	44	7
<i>Tax Tribunal (from April 2015)</i>	10	10	5
<i>New housing jurisdiction 3rd Party Access</i>	650	tbc	358
<i>New housing jurisdiction Section 35</i>	150	tbc	tbc

Scottish Courts and Tribunals Service Our Strategic Priorities & Objectives – 2014-2017

To support justice and have public confidence in our services we need to ensure:

- A well-supported Judiciary; and
- Satisfied court and tribunal users.

In order to excel at this we need:

- Skilled, engaged and motivated people;
- A well-managed estate;
- Efficient business processes;
- Digital Innovation; and
- Purposeful collaboration with justice organisations.

To deliver this we need to secure:

- The right level of funding; and
- Demonstrate best value.

For each of these nine strategic priorities the SCTS Board has set out what the organisation aims to achieve through 4 key strategic objectives covering the 2014-2017 Corporate Planning period.

Strategic Priority 1 – A Well Supported judiciary

We aim to ensure that the right technology, systems and processes will be in place to assist the judiciary to implement the justice reforms including the move to judicial specialism and case management, with well-trained staff directly supporting the judiciary.

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

- Support the judiciary in the efficient disposal of business in particular in the creation of the specialist National Personal Injury Court, and Sheriff Appeal Court.
- Support the Lord President in the development of a judicial deployment model to facilitate specialisation and the introduction of summary sheriffs.
- Support the judiciary in introducing case management and specialisation by delivering appropriate technical solutions and systems and by supporting the work of the Judicial Institute.
- Support the Lord President and the President of the Scottish Tribunals in providing leadership to the Tribunals' judiciary and implement the merger of SCS and STS providing high quality support to the judiciary.

Strategic Priority 2 – Satisfied Court & Tribunal Users

We aim to provide the best possible service to all court and tribunal users, seeking views on the quality and effectiveness of the services we provide, and using feedback to inform improvements to our future service delivery.

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

- Deliver our equality outcomes making sure that people with protected characteristics feel confident about using SCTS services because we have tackled prejudice and promoted understanding of their needs.
- Improve the 'user experience' for court and tribunal users by providing a greater level of specialisation in the court services and digital delivery of our services.
- Use Customer Service Excellence to challenge and validate continuous improvement of our service delivery.
- Continue to seek the views of court and tribunal users through quality surveys to assess the effectiveness of our services, driving further improvement.

Strategic Priority 3 – Skilled Engaged and Motivated People

We aim to maintain a skilled, engaged and motivated workforce supporting the judiciary and providing excellent customer service across the courts, OPG and tribunals.

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

- Develop new professional standards for court administration, supported with continuous professional development.
- Use coaching as our approach to managing and developing our people, building our capacity and capability to manage and deliver change effectively.
- We will continue to develop people policies that make us an employer of choice and we will engage our people in planning and decision making.
- Support the reform and change programme by making sure our people have the skills, responsibilities and opportunities to maximise their contribution and to develop their career progression ambitions.

Strategic Priority 4 – A Well Managed Estate

We aim to deliver a court estate that is fit for purpose for the 21st century and supports the pyramid structure of ensuring that cases are heard at the right level in an environment that is safe, secure, sustainable and fully meets our equality obligations.

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

- Implement our new court structures model and progress feasibility studies to explore the potential for realising our vision for the “justice centre” model.
- Continue to develop court standards to meet the needs of victims, witnesses and jurors
- Continue to reduce our carbon emissions in line with our Carbon Management Plan.
- Continue to improve the protection, safety and security of our staff, the judiciary and court and tribunal users.

Strategic Priority 5 – Efficient Business Processes

We aim to create the right platforms for court processes and court users to interact with SCTS electronically and we will continue to develop our services that are “digital by design”. Our processes will make sure that business through the courts, OPG and tribunals will be highly effective, reliable and economical to deliver.

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

- Support the Scottish Civil Justice Council in making sure that the consolidation and simplification of civil courts rules is supported by effective business processes and technological solutions, supporting judicial case management.
- Provide courtrooms with technology that fully supports digital evidence presentation, video links and the use of mobile devices.
- Review all our key internal business processes to seek opportunities to maximise digital delivery, improve service and reduce cost.
- Work with the judiciary to research how rules of evidence and criminal procedures could be simplified and modernised, taking advantage of the new technologies available, to help secure fairer, more efficient and effective trials.

Strategic Priority 6 – Digital Innovation

We aim to place digital innovation at the centre of our service, making sure that courts maximise the opportunities afforded by technology to create better processes, provide easy access and sharing of information, and provide court rooms with the technology to minimise physical appearance and support quicker outcomes.

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

- Create a state of the art ICT infrastructure that is resilient, responsive and accessible, while fully facilitating our ambition of future digital, delivery of our court and administrative service.
- Introduce modern civil and criminal case management systems that move away from paper based processes, minimise duplicate data and allow us to transact business electronically with court users.
- Implement web based technology to introduce easy access to our services, with wireless connectivity, digital evidence presentation and extensive video links available across our courts.
- Work with justice bodies to develop a justice digital strategy that will enable greater sharing of electronic data and increase access to justice by creating new and innovative ways for people to access justice advice, information and legal services at lower cost.

Strategic Priority 7 – Purposeful Collaboration with Justice Bodies

We aim to work with other justice bodies to keep under broad review how the justice change agenda is being managed and communicated and work on collaborative initiatives to reduce costs and to drive improvement in the efficient delivery of Justice.

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

- As members of Scotland’s Justice Board, actively improve partnership working at all levels across justice organisations and support the high level vision and priorities for justice organisations, in line with the Strategy for Justice.
- Through Making Justice Work take a co-ordinated system wide approach, integrating long term justice legislative policy development with short term operational delivery projects to improve efficiency and effectiveness.
- Engage with 3rd sector, voluntary groups and representative groups to explore their priorities and ensure that as far as possible our services reflect the wide ranging needs of different court and tribunal users.
- Work with justice bodies to deliver the planned legislative programme including, courts reform, criminal justice and victim and witnesses bills.

Strategic Priority 8 – Funding

We aim to provide a stable, efficient, proportionate financial base that will allow us to implement the justice reforms, continually improve our services to court and tribunal users and be sustainable in the long term. In doing so we recognise the continuing constraints on public service expenditure and the need to provide services at reduced costs

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

- Ensure that all funding decisions are consistent with the Board's strategy to improve access to justice and deliver services at a lower cost.
- Develop our costs models for all court business to assess the cost of court churn, allow greater benchmarking of courts and target areas for improvement.
- Develop a new pricing strategy for civil court fees to match the reformed delivery model, seeking where possible to align fees with the cost of the service.
- Develop a long term strategy for the funding of reserved tribunals that may be transferred to a merged SCS/STS in the future.

Strategic Priority 9 – Best Value

We aim to embed best value principles throughout the organisation to support the delivery of our key outcomes, by securing continuous improvement in our performance maintaining the right balance between quality and cost, whilst maintaining our commitment to equality and sustainability.

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

- Ensure our vision and strategic direction is communicated to staff, judiciary and stakeholders, demonstrating our direction of travel, commitment to continuous improvement and alignment with the Justice Strategy for Scotland.
- Maintain our strong commitment to effective partnership working and collaborative leadership through the Justice Board and Scottish Governments Making Justice Work Programme.
- Robustly apply performance management to monitor the achievement of outcomes, supporting decision making and risk management.
- Review the management of resources across the organisation to demonstrate that investment in staff, assets, information, technology and procurement contribute to the delivery of our outcomes.

Annex F – Summary of Key Performance Indicators

Performance against the KPI measures is monitored quarterly by the SCTS Board, using its Performance Scorecard, which assesses a range of measures relating to delivery of our 9 Strategic Priorities. These are summarised below.

1. A WELL SUPPORTED JUDICIARY

1a. Judicial Satisfaction levels (qualitative assessment by SCTS Executive Team)

2. SATISFIED COURT & TRIBUNAL USERS

2a. User Satisfaction levels (based on SCTS Court User Survey Data).

2b. Percentage of summary criminal cases disposed of within 26 weeks (based on official court statistics)

3. SKILLED ENGAGED AND MOTIVATED PEOPLE

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

3b. Delivery of staff development (indicator based around skills assessment tool & index rating).

4. A WELL MANAGED ESTATE

4a. Investment in the Estate (assessment of investment levels to ensure that backlog maintenance is not increasing).

5. EFFICIENT BUSINESS PROCESSES

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

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

5c Effective use of court time (based on proportion of summary trials at which evidence is led).

5d Court Room utilisation levels (measures assess amount of time being used for business).

5e Court waiting times (measure incorporates a range of waiting time indicators for different types of court procedure).

6. DIGITAL INNOVATION

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

6b IT system availability (% of time that core systems are available for use).

7. PURPOSEFUL COLLABORATION WITH JUSTICE BODIES

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

8. FUNDING

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

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

9. BEST VALUE

9a Programme & Project Delivery (assessment of delivery of business change activity).