



SCOTTISH COURT SERVICE

**Annual Report
and Accounts**
2014-15

SCOTTISH COURT SERVICE

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Scottish
Court Service





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Foreword

Rt Hon Lord Gill
Lord President
Chairman of the SCTS Board

Over the course of 2014-15 a number of significant developments in Scotland's justice system, some long in the planning, have come into effect. I am pleased to present the Annual Report and Accounts of the Scottish Court Service (SCS) for 2014-15, which set out the role that the SCS has played in making that change real.

The 2014-15 financial year was the first year of our 2014-17 Corporate Plan – a plan which commits us to an ambitious programme of innovation and improvement. By focusing our activity in this way we shall make the improvements to court and tribunal services that changes to the law, developments in IT and changes to the organisation itself have made possible.

Our purpose of 'Supporting Justice' can be achieved only in collaboration with the other agencies working in the Scottish Justice system. To that end the SCS will continue to work with the Scottish Government, the legal profession and partner agencies to maintain and enhance the efficient administration of courts, tribunals and the Office of the Public Guardian.

Throughout the year the members of the SCS Board have provided clear leadership and effective decision making. I am grateful to them for their continuing enthusiasm and support.

This will be the final Annual Report of the Scottish Court Service. From 1 April 2015 we became the Scottish Courts and Tribunals Service, assuming responsibility for the administration of devolved tribunals in Scotland. It has been a most successful merger.

We are privileged to have a most capable and committed staff. I thank them most sincerely for all that they have achieved.

Rt. Hon. Lord Gill
Lord President and Chairman of the SCTS Board



Foreword

Eric McQueen
Chief Executive
Scottish Courts & Tribunals Service

The need to work together, respecting our distinct roles and identities, whilst collaborating to provide the best possible outcomes, is not new to Scotland's justice system. Different parts of the system operate separately for good reasons – the challenge for us all is to ensure that the system as a whole is greater than the sum of those parts.

Over the course of 2014-15 the Scottish Court Service (SCS) has continued to deliver the effective administration of Scotland's courts and the Office of the Public Guardian. We have continued to collaborate with others to manage the wide range of issues which pass through the courts on a daily basis. And we have continued to innovate so that we improve services and are ready to make the most of the opportunities that the future will bring.

We have also delivered the most significant change to the organisation itself since its establishment in 2010 – the merger of the Scottish Court Service with the Scottish Tribunal Service, to create a single body responsible for the administration of Scotland's courts and devolved tribunals, from April 2015. The merger presents opportunities for us to improve our services, expand our people's skills and explore further innovation.

To achieve this took real commitment, professionalism and co-operation. I am confident that the creation of the SCTS will ensure that Scotland's courts and tribunals continue to receive the professional, independent and specialist support that they require.

Maintaining and developing our infrastructure so that we can make the most of planned and future reforms has also been a priority over the course of the year. The programme of court restructuring set out in the 'Shaping Scotland's Courts' report has been completed. A major upgrade of our core ICT systems is well under way and, in spite of challenging budgets, we have managed to continually improve our estate while achieving all our sustainability objectives. Steps such as these put us in a strong position to make the most of new policy developments, such as reforms to the civil court system and increased use of video links and other special measures for vulnerable witnesses.

None of this would be of any value however, if it were at the expense of delivering a good service to those we support every day. Through the efforts of our fantastic staff, the standard of service we provide has once again been externally verified through reaccreditation to the Customer Service Excellence standard, with improved ratings across a number of elements. Over the course of the year we continued to strike that balance – managing the services of today whilst developing for those of tomorrow, all in pursuit of our purpose – to support justice.

Eric McQueen
Chief Executive



Strategic Report

Introduction

The Scottish Court Service (SCS) is a Non-Ministerial Department established on 1 April 2010 by the Judiciary and Courts (Scotland) Act 2008. The SCS Board has a judicial majority and oversees the administrative arrangements that support the judiciary in the delivery of justice.

The function of the SCS is to provide or ensure the provision of the resources to support:

- the Scottish courts and the judiciary of those courts
- the Lord President or his delegates in respect of his functions as Head of the Judiciary
- the sheriffs principal in respect of their functions under the relevant provisions of the Sheriff Courts (Scotland) Act 1971
- the Office of the Public Guardian and Accountant of Court
- the Scottish Civil Justice Council and the Criminal Courts Rules Council.¹

¹ Sections 61 & 62 of the Judiciary and Courts (Scotland) Act 2008

Membership of the SCS Board

The Lord President of the Court of Session, the Rt. Hon. Lord Gill is Chairman of the SCS Board. The Board includes 12 other members – six members selected from the judiciary and six non-judicial members.

Members of the SCS Board 2014-15

Judicial Members

- The Rt. Hon. Lord Gill, Lord President (Chairman)
- The Rt. Hon. Lord Carloway, Lord Justice Clerk (Deputy Chairman)
- The Hon. Lord Bannatyne
- Sheriff Principal R Alastair Dunlop, QC
- Sheriff Grant McCulloch
- Sheriff Iona McDonald
- Mrs Johan Findlay OBE, JP

Non-judicial Members

Chief Executive

Mr Eric McQueen

Advocate Member

Dr Kirsty J Hood

Solicitor Member

Mr Simon Catto

Members external to the justice system

Mr Anthony McGrath
Professor Hugh MacDougall
Mr Joe Al-Gharabally (*from 1 June 2014*)

Plans and Reports

The SCS published a new three-year Corporate Plan for the period 2014-17 in April 2014. For each year of the Corporate Plan an annual business plan is produced detailing the specific activities that the organisation will undertake.

This Annual Report details how the SCS carried out its functions in 2014-15², as required by section 67 of the Judiciary and Courts (Scotland) Act 2008.

Throughout the year the members of the SCS Board have provided clarity and focus. I am grateful to them for their continuing enthusiasm and support.

Lord Gill



² Note – on 1 April 2015 the Scottish Court Service (SCS) became the Scottish Courts and Tribunals Service (SCTS). This report relates to the performance of SCS from 1 April 2014 – 31 March 2015. Some references to SCTS are used in this report however – where the commentary relates to future plans or activities that will be taken forward by the newly merged organisation.

The SCS Board



Lord Gill



Lord Carloway



Simon Catto



Sheriff I McDonald



Tony McGrath



Eric McQueen



Kirsty Hood



Sheriff Principal A Dunlop



Sheriff G McCulloch



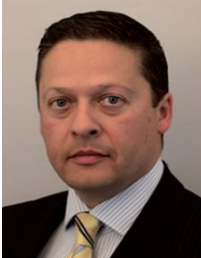
Professor MacDougal



Johan Findlay JP OBE



Lord Bannatyne



Joe Al-Gharabally

Governance

The SCS has made Standing Orders under which it conducts its business and has established Standing Committees to provide specific assurance and scrutiny of performance and advice to the full SCS Board. These committees are:

- People Committee
- Estates, Health and Safety, Fire and Security Committee
- Audit and Risk Committee
- Remuneration Committee.

The SCS Board met on seven occasions in 2014-15. Committees met quarterly, with the exception of the

Remuneration Committee - which met once to review the remuneration of SCS members who are not salaried public servants. Copies of the minutes of meetings, Committee Remits and the Board's Standing Orders can be found at www.scotcourts.gov.uk.

The day to day management of the SCS functions is the responsibility of the Chief Executive, Eric McQueen and the Executive Team. In addition to the Chief Executive, the Executive Team in 2014-15 included Cliff Binning (Chief Operations Officer) and Richard Maconachie (Chief

Finance Officer). The Executive Director, Judicial Office for Scotland, Stephen Humphreys, is also a member of the Executive Team. He has overall responsibility for the management of the Judicial Office for Scotland³ and is accountable to the Lord President for the functions of that office.

³ The Judicial Office for Scotland was established to support the Lord President in fulfilling his responsibilities under Part 2 of the Judiciary and Courts (Scotland) Act 2008, as formal head of the Scottish judiciary. For more information see <http://www.scotland-judiciary.org.uk/23/0/Judicial-Office-for-Scotland>



The SCS Executive Team



In Cliff Binning's absence, David Fraser was Acting Chief Operations Officer from 11 March 2015

Purpose, Vision & Values

The purpose of the SCS is **supporting justice**. The SCS fulfils this purpose by providing the people, buildings and services needed for the work of Scotland's courts, members of the judiciary, and the Office of the Public Guardian and Accountant of Court.

In delivering its purpose, the SCS must take account of the needs of the judiciary, of the people involved in court proceedings and the wider public.

Our **vision** is to **build a stronger Court 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.

The core **values** that we observe and seek to promote in others are:

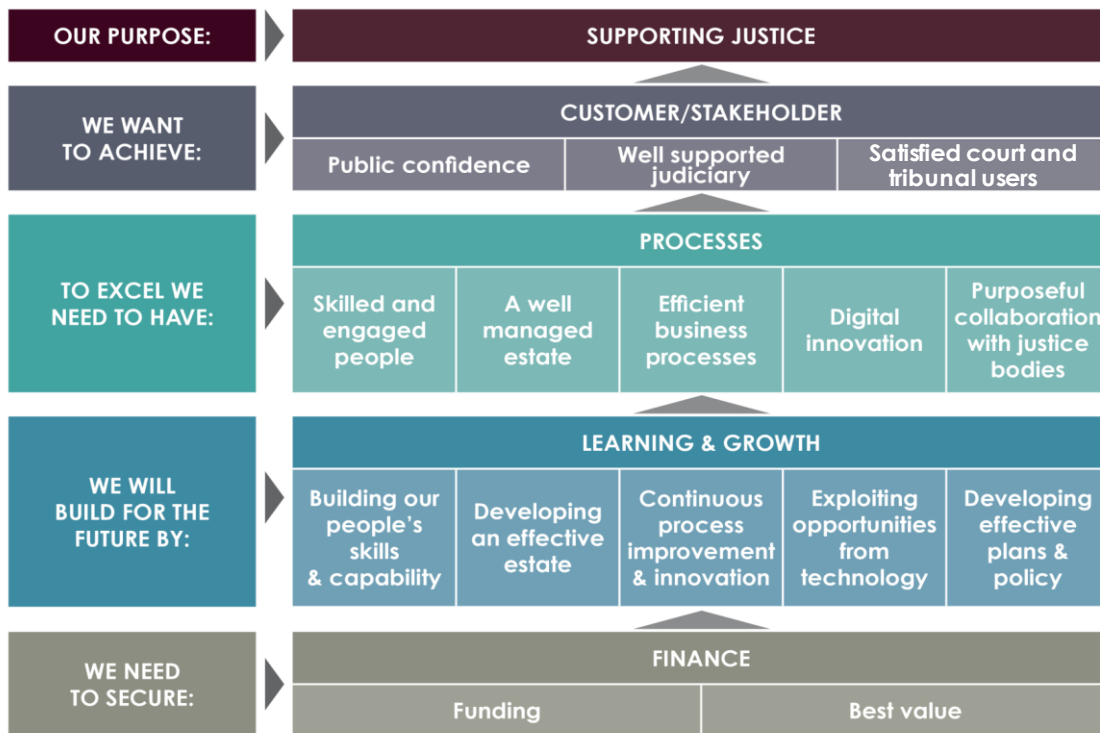
- commitment and professionalism
- providing a high quality service
- integrity and impartiality
- working to improve the justice system
- using resources effectively.

Alongside these responsibilities, the SCS strives for continuous learning and improvement in its operations and applies best value principles in the delivery of its functions and use of public funds.

Our purpose and strategic priorities are illustrated in our strategy map (overleaf).

This map sets out how the priorities are aligned to the delivery of our purpose.

Strategy Map



SCS Performance

The SCS Board provides strategic leadership for the organisation. It set out the overall priorities to be achieved for this period in the 2014-17 Corporate Plan. Greater detail on the priorities to be delivered in 2014-15 was set out in the Business Plan. Key outcomes were identified in relation to each of the following **strategic priorities**:

- a well supported judiciary
- satisfied court users
- skilled, engaged and motivated people
- a well managed estate
- efficient business processes
- digital innovation, and
- purposeful collaboration with justice organisations.

Key areas of **risk** were also identified and summarised in the Business Plan, in order that planning and delivery would take account of these. These were reviewed by both the Board and its Audit and Risk Committee over the course of the year. A summary of the strategic risks identified can be found at Annex 1.

Throughout the year the Board monitored on-going delivery of the objectives detailed in the Business Plan. It also appraised the overall performance of the organisation using its scorecard of **key performance indicators**, which was updated and reviewed quarterly⁴.

More detailed statistics and commentary on business levels can be found at Annex 2. A description of the key performance indicators used over the course of 2014-15 is provided at Annex 3.

A summary of performance and key progress during 2014-15 is provided under each of the strategic priorities.

⁴ The scorecard is published and can be accessed at: <http://www.scotcourts.gov.uk/docs/default-source/scs-board/scts-performance-scorecard---2014-15.pdf?sfvrsn=2>

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 Courts Reform (Scotland) Act 2014⁵ was passed by the Scottish Parliament in November 2014. Described as 'the single most important piece of legislation in the field of civil justice for over a century'⁶ it paves the way for a number of reforms to Scotland's civil justice system – including the creation of the new Sheriff Appeal Court and the establishment of a new judicial office, the summary sheriff. The reforms will support the development of a modern civil justice system where people can resolve their problems quickly, fairly and efficiently.

The SCS played a key role in the successful development and passage of these reforms, through its leadership of the 'Effective Courts and Tribunals' programme – part of the Scottish Government's 'Making Justice Work'⁷ initiative. Planning is well under way to ensure that the reforms deliver real improvements – with the Sheriff Appeal Court and Personal Injury Court scheduled to commence business from September 2015.

Throughout the year there has been a significant focus on ensuring that the **merger of the SCS and Scottish Tribunals Service (STS)** was effectively managed. The merger ensures that both the judiciary and users of Scotland's courts and tribunals continue to receive the specialist, high-quality and independent service they have come to expect.

A wide range of work took place over the course of 2014-15 – the terms and conditions of staff have been harmonised across the two organisations, amendments to the governance arrangements (including the framework document and standing orders of the merged organisation) were successfully completed, a comprehensive rebranding exercise was carried out and early exchanges of knowledge and good practice took place to ensure that the newly merged organisation could build on the strengths of its predecessors.

Scottish Courts
and Tribunals Service



The Scottish Courts and Tribunals Service was successfully established on 1 April 2015.

Members of the judiciary in Scotland took part in the independent **United Kingdom Judicial Attitude Survey 2014**, the first such survey conducted covering all serving salaried judges. The remit of this survey goes beyond the work of the SCS, but a number of its results demonstrated the value placed by the judiciary on the support they receive from court and administrative support staff - with 88% reporting that they feel valued by those staff⁸.



The Judicial Institute for Scotland

⁵<http://www.legislation.gov.uk/asp/2014/18/contents>

⁶ Lord President, 28 January 2015

⁷<http://www.gov.scot/Topics/Justice/justicestrategy/programmes/mjw>

⁸ 2014 Judicial Attitude Survey – Report of findings covering salaried judges in Scotland

SATISFIED COURT USERS

STRATEGIC PRIORITY 2

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

Our commitment to providing a high quality service to court users continues to be externally validated through **Customer Service Excellence (CSE)** accreditation. CSE tests aspects of our services that are a priority for court users, with a particular focus on delivery, timeliness, information, professionalism and staff attitude. An emphasis is also placed on developing insights about the requirements of different user groups, understanding their experiences and measuring satisfaction. Since first achieving accreditation in 2012, the significant strengths of the SCS have been maintained and improved.

The 2014 assessment⁹ was once again successful with an increase in the number of areas rated 'compliance plus' from four to five. We score particularly highly in relation to customer insight and the customer focussed culture of our organisation.



CUSTOMER
SERVICE
EXCELLENCE

The SCS remains committed to mainstreaming **equality**. Our key commitment is that we promote a positive attitude to equality matters by addressing and eliminating harassment, victimisation and discrimination within the workplace, in relationships with our partners as well as in our service provision to court users.

Our Equalities Advisory Group has continued to meet and provides advice and insight about developments in the equality sector. An internal steering group, chaired by the Chief Executive, monitors equality work undertaken across the organisation.

Over the course of this year the organisation's equality outcomes have been subject to an extensive review to ensure that further meaningful action to promote equality can be taken by the SCS in the coming years. A detailed report¹⁰ of the progress made in delivering equality outcomes between 2013 and 2015 has been produced.

All staff are required to undertake a diversity and equality learning module every year. This helps to ensure that they have the knowledge and confidence to respond to the diverse needs of those who use our services.



In 2014 the SCS sponsored an employment award as part of an annual ceremony held by the Council of Ethnic Minority Voluntary Organisations (CEMVO) Scotland.

⁹ Customer Service Excellence Assessment Report 18 August 2014

¹⁰ Mainstreaming Equality Report 2015, available at www.scotcourts.gov.uk



Ensuring that **victims and witnesses** who come into contact with the courts are given high quality support and information has been a continuing area of focus over the year. Ten **video centres** for victims and witnesses were established. These will allow a greater number of vulnerable witnesses and victims of crime to take advantage of new *special measures* which will be introduced as a result of the Victims and Witnesses (Scotland) Act 2014. The centres will also increase access to remote communications technology, improving access to justice in line with the aspirations set out in the 'Shaping Scotland's Court Services' report ¹¹.

Joint work between a range of justice agencies, including Police Scotland, the Crown Office, the Scottish Prison Service and the SCS has led to the development of published **Standards for Victims and Witnesses**. These standards provide a comprehensive and clear description of what victims and witnesses can expect at each stage of the criminal justice system. They include a 'journey map' explaining the criminal case process helping those who are unfamiliar with the system to understand what they can expect at each stage in the process.

The courts play a crucial role in maintaining and upholding **human rights** by providing the framework through which a number of fundamental rights can be asserted – including:

- *the right to recognition as a person before the law*
- *the right to be treated as equal before the law*
- *the right to an effective remedy for acts violating a person's human rights*
- *the right to a fair and public hearing by an independent and impartial tribunal*
- *the right to be presumed innocent until proved guilty according to law in a public trial.*



Article 6 of the European Convention on Human rights makes it clear that the right to a fair and public hearing includes, amongst other rights, a right that such a hearing should be held within a reasonable time and in a place that is open to the public.

Maintaining effective court performance is essential if the citizens of Scotland are to be able to exercise those rights. The provision of facilities that are open and accessible to the public and the media is also essential – ensuring that justice is seen to be done.

Commentary on business levels in the courts for 2014-15 can be found at Annex 2.



¹¹ Shaping Scotland's Court Services – a public consultation on proposals for court structure for the future. Available at <http://www.scotcourts.gov.uk/about-the-scottish-court-service/reports-data>

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 SCS once again took part in the **annual staff survey** administrated by the UK Cabinet Office. The survey allows organisations to measure and benchmark levels of employee engagement. The SCS achieved an overall engagement index score of 64%. This is a 2% increase on the 2013 figure, and it matches the score achieved by Civil Service high performers across the UK.

The level of positive response increased across all nine key drivers of engagement with the SCS scoring equal to or higher than Civil Service high performers in four of these.

The Executive Team continued its series of **engagement** events ensuring that staff in every sheriffdom, court and business unit had the opportunity to hear from, and share their views with, one of the top team face-to-face. This supplemented a variety of local engagement, planning and training events.

Effective **communications** were maintained across the organisation through the staff Intranet, briefings, website, circular and magazine. Key statistics on staff numbers, levels and locations can be found at Annex 3.

A number of staff face significant **caring** responsibilities and the SCS is committed to creating an environment in which they can meet their responsibilities at work while being supported in their caring role.

The organisation was honoured to be awarded the level 2 Carer Positive kitemark¹² in recognition of its support of carers in the workplace – only the second employer in Scotland to achieve this. The SCS also won the *Carers Scotland Award for Best for Carers and Eldercare* organised by Family Friendly Working Scotland.



The SCS remains committed to the use of **coaching** to ensure managers develop their teams and realise their own potential. An on-line coaching hub was introduced during the year which provides a central location for staff who want to refresh or enhance their coaching skills.

¹² The Carer Positive kitemark was launched by the Scottish Government in June 2014

A new mandatory **Dignity at Work** e-learning module was developed to raise awareness around key responsibilities and to encourage everyone to consider the impact their actions can have on others.



Our focus on providing high quality skills training continued throughout the year. Staff who achieve national qualifications are recognised at the annual **Celebration of Success** award ceremony. Fifty four staff were honoured in 2014 for the skills and knowledge they gained through the Institute of Leadership and Management, Scottish Qualifications Authority and other further education courses.



Celebration of Success 2014

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 SCS has continued to make significant improvements across the court estate. These include a number of **new developments**:

- the creation of the Aberdeen Civil Justice Centre and Commercial Courts
- the provision of an additional court and improved custody reception facility at Forfar Sheriff Court
- the creation of the Criminal Appeals Court and Custody reception facility at Parliament House together with additional offices for the Case Management Team
- a new technology enabled civil jury court room suite has been provided in Edinburgh Sheriff Court. There is also a new three sheriff bench with chambers, which will take the Personal Injury court business transferring from the Court of Session.
- the bar association have also relocated to improved facilities and a jury muster room capable of accommodating 150 jurors has been added.
- Replacement ceilings were also installed at the north and south courts at the High Court in Glasgow.

In addition to these new developments the final phase of court closures under the

'Shaping Scotland's Court Services' programme was successfully completed in January 2015. This programme, which involved the closure of seven courts in 2014-15, required significant co-ordination to ensure that courts receiving new business and our staff were effectively accommodated and equipped to manage the transfer. When relocating staff from Cupar Sheriff Court into Dundee, we took the opportunity to improve office accommodation, witness waiting and jury muster rooms. New non-custodial interview rooms were also installed.

Implementation of the programme will allow a greater level of funding to be devoted to improving accommodation across the estate and will also offer better value for money.

We have continued to explore the potential of **shared services** to deliver savings. The SCS has taken responsibility for providing the Crown Office and Procurator Fiscal Service with a number of estates and health and safety services. This has generated annual staff savings of £180,000 per year, shared between each organisation. In addition, the transfer of contracted facilities management and cleaning services provided a saving to COPFS of more than £150,000.

Efforts to reduce the level of **backlog maintenance** on the estate have continued over the year. By the end of 2014-15 this had reduced to £39m – a £4m reduction over the course of the financial year and down from a figure of £60m in 2011-12.

Sustainability and Environmental Performance

The Scottish Government is committed to supporting the transition to a low carbon economy. Climate Change Act targets have been set to reduce emissions by 42% by 2020 and 80% by 2050.

In support of this, the SCS delivered on its commitment to reduce its CO2 emissions by 25% between 2009-10 and 2014-15. This means that we will retain our internationally recognised Carbon Trust Standard accreditation for another two years.

A detailed annual sustainability report is at Annex 5.



Solar Panels on the roof of Glasgow Sheriff Court

EFFICIENT BUSINESS PROCESSES

STRATEGIC PRIORITY 5

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

Improving the core processes that support the business presents an opportunity to provide better services to those who use the system, alongside savings and improvements in quality. Over the course of 2014-15 the SCS has continued to develop a number of innovative approaches in pursuit of this priority.

Jurors play a crucial role in the effective operation of the justice system. Our approach to jury management, and in particular the process for citing individuals to duty, must be efficient, user-friendly and result in good attendance rates. Over the last year we have studied the benefits of moving from a two-stage process, where we contact potential jurors twice and use recorded delivery post for the second stage, to a **one stage citation process** using first class mail¹³. Once fully implemented, we anticipate that moving to a single stage process using first class mail will deliver savings of over £400,000 per annum in postal and administration costs.

In 2014-15 a successful pilot was conducted within the Sheriffdom of Grampian, Highland and Islands. Over 30,000 jurors were cited using a one stage process and this resulted in sufficient numbers of

jurors being available to constitute a proper ballot in every case.

An interactive Internet portal was also established which gave jurors in the pilot the option of responding electronically rather than by letter or telephone. **Around 80% of jurors** responded to their citation using the portal. A juror survey has produced positive feedback on the changes and the results of this pilot will inform further testing and roll out.

We aim to use **electronic signatures**, wherever feasible, to improve the efficiency of our business processes. Using electronic signatures has been shown to release resources and will support the electronic distribution of court orders to key partners. Currently jury citations and bulk issue fines letters are produced with an electronic signature accounting for over 1 million documents per annum. 89% of staff who took part in a survey of these processes following their introduction reported that they saved time.

The **collection and enforcement of fines** is a significant business process for the organisation. Over the course of the year we have procured and developed an **automated telephone system** for fines payment, allowing those with outstanding fines to pay them at any time.

This builds on previous initiatives including the introduction of the facility to pay fines on line, the automation of processes between the courts and the Department of Work and Pensions and the centralisation of postal payment processing to a single team based in Glasgow. 232,620 fines (37% of total payments) were collected electronically in 2014-15. This is an increase of 3% on 2013-14.

From August 2014 the SCS has **exchanged bail information electronically** with Police Scotland. This has led to process efficiencies and savings, as well as a reduction in the number of compensation claims for wrongful arrest relating to bail.

Significant progress was also made to develop an **electronic interface with the DVLA**. This will simplify the processes required to authorise car clamping as a means of securing fines payment – a sanction that has been proven to be both visible and effective. Development of the interface was completed in May 2015.



Glasgow – Scotland's Busiest Court

¹³ Citation by first class mail became competent on 1 April 2015 as part of the Courts Reform (Scotland) Act 2014.

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 and sharing of information, and provide courtrooms with the technology to minimise physical appearance and support quicker outcomes.

Over the course of 2014-15 we have continued to focus on developing our core IT infrastructure – to ensure that it is able to make the most of current and future reforms. Significant steps have also been taken in commissioning and developing the next generation of systems that will support the work of the SCTS in the coming years.

Infrastructure Development

The **Wide Area Network (WAN)** is being upgraded across the court estate. This new infrastructure will significantly improve speed and connectivity. The full benefits of this upgrade will accrue in 2015-16 as a new local area network is rolled-out, facilitating wireless access.

Two **regional IT hubs** have been established in Edinburgh and Glasgow. These replace a number of local servers and significantly improve Internet connectivity and data storage. The hubs also act as **data centres** for the organisation, mirroring each other and providing increased resilience. That resilience has been further bolstered through the development of new **disaster recovery** arrangements for core systems. Analysis has led to the identification of a number of follow-up activities

which will build system resilience further. These will be addressed in the first half of 2015-16. System availability has been solid throughout the year – in the first three quarters of 2014-5 core IT systems were functioning 99.96% of the time.

New **video conferencing gateways** have been procured, installed and configured over the course of the year. These will allow our systems to manage the large anticipated increase in the number of requests to give evidence by video link, when provisions of the Victims and Witnesses (Scotland) Act 2014 come into force.

Technology Development

Equipping our courts with the right level of IT is an essential pre-requisite to making the most of the opportunities afforded by new technology. Over the course of this year **20 courtrooms have been upgraded** with new equipment to support digital evidence presentation and increased use of video links. This marks the beginning of a significant investment that will continue over the next 3-4 years to ensure that all courts can make the most of innovations in policy and practice.



In January 2015 a major contract was awarded to design a new case management platform on which future systems will be developed and aligned. The contract also includes the development of a **new civil case management system** – the first system based on the new platform. It will allow actions to be raised and managed electronically from the outset. Parties will be able to track cases and access the documents they need online. Case papers will be stored electronically and the system will simplify the collection and reporting of court fees. It is expected to go live in the autumn of 2016.

The SCS has also played a leading role in the development of the **Justice Digital Strategy**¹⁴, the Government's long term vision on using technology to deliver simple, fast and effective justice. This involvement ensures that our investment is aligned with the broader justice system strategy.

¹⁴ www.scotland.gov.uk/Publications/2014/08/5429

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 SCS has continued to be an active member of the **Justice Board for Scotland** sharing plans and activities with partners to ensure that a co-ordinated approach is taken. This has proven beneficial in a number of ways – in particular the Board has provided a forum for discussions on how best to manage **business levels** in the summary criminal courts.

Over the course of the past two years the level of business calling in the summary criminal courts has increased due to changes in police and prosecution policy. Left unchecked, these increases would lead to increased waiting times between the apprehension of an accused person and the final disposal of their case.

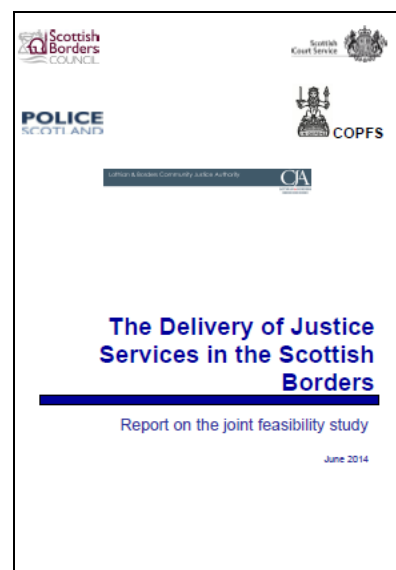
Through dialogue with justice partners and by sharing information on the impact that business levels were having on the length of time between a case first calling in court and its trial, the need for a programme of remedial activity was agreed. Additional funding was identified to resource additional sheriff and JP court sitting days and this increased capacity has been used to good effect since September 2014.

Through this collaborative action national average trial waiting periods in the sheriff summary criminal court returned to the agreed optimal period of 16 weeks by the end of 2014-15.

We have also continued to actively support the Scottish Government's **Making Justice Work** programme which brings together a range of projects to reform the structure and processes of the courts, access to justice, tribunals and administrative justice. The successful merger of courts and tribunals administration (p8) required high levels of collaboration.

The **Court Structures** project was successfully completed, when the final phase of court closures was implemented in January 2015. Staff, business, and records from closing courts were successfully transferred to receiving courts and video links were installed in locations where courts were closed. Managing relationships with partners at the local level was a crucial element of ensuring the successful transfer of business to receiving courts.

A collaborative project involving local authority and justice partners to assess the most efficient and effective provision of justice services in the **Scottish Borders** reported in June 2014. This project, led by the SCS, explored existing and potential future service provision. It concluded that the current court configuration, coupled with technical developments and on-going collaboration offered the best balance of service delivery for the communities in the Borders. Work is on-going with the Scottish Borders Council to develop the study's conclusions.



As well as collaborating with justice partners, courts are aware of the fact that they can often be a focal point in their community. We seek to **engage in the life of local communities** in a variety of ways by providing opportunities for court visits, university and school work-experience placements and the use of court premises for local meetings.

A number of courts and offices participate in 'Doors Open Days' opening buildings to the public so they can see the accommodation first hand and learn about the work carried out. Staff volunteer to run tours of the courts in order to improve understanding of the vital services they provide.



Courts across Scotland regularly take part in "Doors Open Days"

In 2014-15 there were more than 40 court visits, tours and open days across Scotland. Seventy tours/training events were specifically organised for students and legal guests, more than 60 school visits to courts took place and courts arranged for a total of 61 work-experience and job shadowing placements.

Looking to the longer term the SCS led a major piece of justice system research over the course of 2014-15. **The Review of Evidence and Procedure.**

This review, led by the Lord Justice Clerk, considered opportunities for modernising the way in which evidence is collected and presented in court. The Review's report¹⁵ was published in March 2015. It developed a number of propositions in relation to how the evidence of children should be taken, and explored the scope for greater use of pre-recorded video evidence for witnesses in general.

The initial response to the report has been positive and the SCTS will now lead further consultation with justice organisations and practitioners to explore and develop its propositions in more detail.

"Substantial improvements can be made to the administration of justice with the widespread use of pre-recorded statements in place of testimony in court and a more imaginative use of live-link technology"

Report of the Evidence and Procedure Review – March 2015



¹⁵ Available at the "reports and Data" section of www.scotcourts.gov.uk

FINANCIAL PERFORMANCE

Gross DEL expenditure for the year was £109.3m before exceptional costs. When offset by income of £35.3m, the net DEL outturn was £74m. This represented a decrease of £6.8m on the preceding year's outturn driven, in the main, by a decrease in capital expenditure.

Higher than anticipated write down in the value of closed courts to open market values, produced an overspend of £0.4m on Capital AME.

During the year the SCS received additional funding of £1.08m to support the estimated costs of merger with the Scottish Tribunal Service. The final expenditure amounted to £0.9m and is included in the DEL outturn of £75m as an exceptional item.

Total non-current assets at the year-end increased from £422m to £429m.

The revenue-DEL costs include £313k (£241k 2013-14) for 9 individuals (5 in 2013-14) who received payment for voluntary exit during the year.

A notional charge of £82k was made by Audit Scotland for audit services. No non-audit work was carried out in the year.

The SCS observed the principles of the Government-backed Better Payment Practice Group, www.payontime.co.uk. In line with Treasury guidance the SCS's policy was to pay all invoices not in dispute within 10 days or on the agreed contractual terms if otherwise specified. For the year to 31 March 2015, 96.5% (2013-14: 97.1%) of invoices were paid within 10 days of the presentation of a valid invoice.



Eric McQueen
Chief Executive
24 August 2015

Financial Performance Summary

	2014-15		2013-14
	Budget £'000	Outturn £'000	Outturn £'000
Capital	7,800	8,670	15,915
Revenue - DEL	66,142	65,349	64,937
Net outturn before exceptional costs	73,942	74,019	80,852
Exceptional costs	1,078	931	-
Net outturn after exceptional costs	75,020	74,950	80,852
Auditors remuneration	-	82	81
	75,020	75,032	80,933
Capital - AME	415	820	6,626
Revenue - AME	(940)	(879)	73
Total	74,495	74,973	87,632



Remuneration Report

Remuneration Policy

The remuneration of senior civil servants is set in accordance with the Civil Service Management Code (available at www.civilservice.gov.uk) and with independent advice from the Senior Salaries Review Body (SSRB).¹⁶

In reaching its recommendations, the Review Body has regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities
- regional and local variations in labour markets and their effects on the recruitment and retention of staff
- government policies for improving the public services, including the requirement on departments to meet the output targets for the delivery of departmental services
- the funds available to departments as set out in the Government's departmental expenditure limits, and the Government's inflation target.

The Review Body takes account of the evidence it receives about wider economic considerations and

the affordability of its recommendations¹⁷.

The remuneration of staff below senior civil service level is determined by the SCS. In determining policy, account is taken of the need for pay to be set at a level which will ensure the recruitment, retention and motivation of staff. Also taken into account are the Government's policies on the Civil Service and public sector pay and the need to observe public spending controls.

Performance is managed through the Individual Performance Review (IPR) process. The process is designed to ensure an individual's objectives and behaviours are linked to those of the SCS as a whole. Progression within the SCS pay framework is dependent on successfully meeting the requirements of the IPR process.

Policy on the remuneration of Non-Executive Directors is set by the Scottish Ministers, taking into account their roles and responsibilities and remuneration levels for comparable public appointments. Final decisions on the remuneration of Non-Executive members of the SCS, including those SCS Board members and Committee members who are not otherwise salaried public

servants, are taken by the SCS Remuneration Sub-Committee.

Service Contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The recruitment principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commission can be found at www.civilservicecommission.org.uk

Appointments to the SCS Board and Sub-Committees, other than for the ex officio members (the Lord President, Lord Justice Clerk and SCS Chief Executive) are for a time limited period, as set out within each individual's appointment letter.

¹⁷ Further information on Senior Civil Service pay and performance can be found at <http://www.civilservice.gov.uk/recruitment/working/pay-and-reward/scs-pay>

¹⁶ www.ome.uk.com

**Remuneration (Salary and Pension Details)**

Board Members	Salary		Pension Benefits¹⁸		Total Remuneration	
	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14
	£'000	£'000	£'000	£'000	£'000	£'000
Mr Eric McQueen	105-110	110-115	19	152	120-125	260-265
Mrs Johan Findlay JP OBE	0-5	0-5	-	-	0-5	0-5
Mr Anthony McGrath	0-5	0-5	-	-	0-5	0-5
Professor Hugh MacDougall (from 1 January 2014)	0-5	0-5	-	-	0-5	0-5
Dr Kirsty J Hood (from 1 January 2014)	0-5	0-5	-	-	0-5	0-5
Simon J D Catto (from 1 January 2014)	0-5	0-5	-	-	0-5	0-5
Mr Joe Al-Gharabally (from 14 June 2014)	0-5	-	-	-	0-5	-

Executive Directors	Salary		Pension Benefits		Total Remuneration	
	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14
	£'000	£'000	£'000	£'000	£'000	£'000
Mr Stephen Humphreys	65-70	65-70	14	-	80-85	65-70
Mr Cliff Binning	70-75	70-75	8	-	75-80	70-75
Mr Richard Maconachie (from 3 February 2014)	65-70	10-15 (65-70 full year equivalent)	25	2	90-95	10-15 (65-70 full year equivalent)
Mr David Fraser (from 11 March 2015)	0-5 (70-75 full year equivalent)	-	3	-	5-10 (70-75 full year equivalent)	-
Band of Highest Paid Director's Total Remuneration (£'000)	105-110	110-115				
Median Total Remuneration (£)	19,415	18,840				
Ratio	5.54	5.98				

¹⁸ The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.



Salary

Salaries in the above tables relate to SCS employment only and do not include any other earnings from positions elsewhere in the Civil Service. Salary includes gross salary and any allowances.

Bonus Payments and Benefits in Kind

No bonus payments or benefits in kind were paid during the year.

Median Pay

The banded remuneration of the highest-paid Director in the SCS in the financial year 2014-15 was £105,000 - £110,000 (2013-14, £110,000 - £115,000). This was 5.54 times (2013-14, 5.98) the median remuneration of the workforce, which was £19,415 (2013-14, £18,840).

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

	Accrued pension at pension age as at 31/03/15 and related lump sum	Real increase in pension and related lump sum at pension age	Employer contribution to partnership pension account
	£'000	£'000	Nearest £100
Mr Eric McQueen	35-40 plus lump sum of 115-120	0-2.5 plus lump sum of 2.5- 5	-
Mr Stephen Humphreys	30-35 plus lump sum of 95-100	0-2.5 plus lump sum of 0- 2.5	-
Mr Cliff Binning	30-35 plus lump sum of 100-105	0-2.5 plus lump sum of 0- 2.5	-
Mr Richard Maconachie	0-5 plus lump sum of 0-5	0-2.5 plus lump sum of 0- 2.5	-
Mr David Fraser	25-30 plus lump sum of 80-85	0-2.5 plus lump sum of 0- 2.5	-





	CETV at 31/03/15	CETV at 31/03/14	Real increase in CETV
	£'000	£'000	£'000
Mr Eric McQueen	681	635	13
Mr Stephen Humphreys	664	622	12
Mr Cliff Binning	702	659	7
Mr Richard Maconachie	22	2	14
Mr David Fraser	492	476	2

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension

figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension

benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

The CETV are shown above.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits

transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

All information disclosed in the salary and pension tables above has been audited by Audit Scotland. The other sections of the Remuneration Report were read by Audit Scotland to identify any material inconsistencies with the audited financial statements.

The following offices and interests were held by members of the Board:

Name	Directorships	Appointments <i>ex officio</i>	Trusteeships	Other Appointments and Interests
Lord President – Rt. Hon. Lord Gill	<p>Director of Scottish Redundant Churches Trust, a company limited by guarantee registered in Scotland (SC162884)</p> <p>Director of the Royal School of Church Music, a company limited by guarantee registered in England (Reg'd No 250031)</p>	President of the Royal Society for Home Relief to Incurable, Edinburgh	<p>Trustee of the Columba Trust: a trust for the benefit of the Roman Catholic Church in Scotland</p> <p>Trustee of the Royal Conservatoire of Scotland Endowment Trust: a trust for the benefit of RCS and its students</p> <p>Trustee of the Royal Conservatoire of Scotland Trust: a trust for the benefit of the RCS and its students</p> <p>Trustee of the Royal School of Church Music: a registered charity for the promotion of church music in the Christian Churches (Reg No 312828)</p>	<p>Vice President of the Royal Conservatoire of Scotland</p> <p>Chairman of Council, Royal School of Church Music</p>
Lord Justice Clerk - Rt Hon Lord Carloway	None	None	Trustee, Scottish Arts Club	None
Hon Lord Bannatyne	Chester Street (Limited Partner) Ltd on behalf of the Board of the Cathedral Church of St Mary the Virgin, Palmerston Place, Edinburgh	Member of the Board of the Cathedral Church of St Mary the Virgin, Palmerston Place, Edinburgh	Shareholder as Trustee for the Cathedral Church of St Mary the Virgin, Palmerston Place, Edinburgh, in Chester Street (General Partner) Ltd	Member of the Clergy Disciplinary Tribunal of the Episcopal Church



Name	Directorships	Appointments ex officio	Trusteeships	Other Appointments and Interests
Sheriff Principal R Alastair Dunlop QC	None	Commissioner of Northern Lighthouses Trustee of St John's Kirk of Perth Trust Member of Stirling University Conference Chair of local Criminal Justice Boards in Tayside Central and Fife	Elder of Gorebridge Parish Church of Scotland	Member of Royal Northern & Clyde Yacht Club Member of the New Club, Edinburgh
Sheriff Iona McDonald	None	Deputy Lieutenant for Ayrshire and Arran	None	Partner in property rental firm
Sheriff A Grant McCulloch	None	Chair West Fife Education Trust	None	Chair Relationship Scotland - Couple Counselling Fife Committee Member Cammo Residents Association Chair - Discipline Committee ICAS
Johan Findlay JP OBE	None	Honorary Sheriff Justice of the Peace	None	None
Eric McQueen	None	Member of the Scottish Civil Justice Council	None	None
Anthony McGrath	Saltire Taverns Ltd	None	None	Consultation and mentoring assignment with Cantrell & Cochrane PLC. This includes sitting on the commercial Board of a subsidiary called The Shepton Mallet Cider Mill based in Somerset.
Dr Kirsty J Hood	None	None	None	Self Employed Advocate Regular <i>ad hoc</i> employment with the University of Edinburgh – delivering seminars on one of the LLB courses Regular <i>ad hoc</i> employment with the University of Glasgow



Name	Directorships	Appointments <i>ex officio</i>	Trusteeships	Other Appointments and Interests
				<p>– delivering a component of one of the LLB courses</p> <p>Contributor of updates to “Scottish Lawyers Factbook” (W Green. Publishers)</p> <p>Clerk to the Examiners & Depute Clerk of Faculty – Faculty of Advocates (non-remunerated)</p> <p>Member of the Scottish Committee of Franco-British Lawyers Society (non-remunerated)</p>
Simon J D Catto	None	None	None	<p>Member Gateley (Scotland) LLP: Head of Litigation</p> <p>Member of Cornerstone Exchange LLP</p> <p>Member of Cornerstone Exchange No2 LLP</p>
Professor R Hugh MacDougall	None	None	<p>Eriska Trust</p> <p>Cunningham Trust</p> <p>Cross Trust</p> <p>St Columba's Hospice</p>	<p>Visiting Professor University of Edinburgh</p>
Joe Al-Gharabally (from 14 June 2014)	Ernst & Young	None	None	None

Eric McQueen
Chief Executive
24 August 2015





Statement of Accountable Officer's Responsibilities

Statement of the Disclosure of Information to Auditors

So far as the Accountable Officer is aware:

- there is no relevant audit information of which the SCS's auditors are unaware
- the Accountable Officer has taken all steps that he ought to have taken to make himself aware of any relevant audit information, and to establish that the entity's auditors are aware of this information.

Statement of Corporate Body's and Chief Executive's Responsibilities

Under section 19(4) of the Public Finance & Accountability (Scotland) Act 2000, the Scottish Ministers have directed the SCS to prepare a statement of accounts for each financial year in the form and on the basis set out in the direction on page 78 at the end of these accounts. The accounts are prepared on an accruals basis and must give a true and fair view of the SCS's state of affairs at the year-end and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing accounts the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the accounts direction, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements, and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the SCS will continue in operation.

The Principal Accountable Officer of the Scottish Administration has designated the Chief Executive of the SCS as the Accountable Officer for the SCS. The relevant responsibilities as Accountable Officer, including responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Accountable Officers' Memorandum issued by the Principal Accountable Officer of the Scottish Administration.

Eric McQueen
Chief Executive
24 August 2015



Governance Statement

Scope of Responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of governance that supports the achievement of SCS policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me.

The corporate body is referred to less formally as the Board of the SCS and is chaired by the Lord President, who is also Head of the Scottish Judiciary. The SCS is established as a part of the Scottish Administration but outside of Scottish Government.

A Framework Agreement exists between the SCS and the Scottish Ministers. This makes clear the requirement that the SCS is to follow the principles contained in the Scottish Public Finance Manual.

Purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values, by which the SCS is directed and controlled. It enables the SCS to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the SCS's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to control and manage them efficiently, effectively and economically.

The governance framework has been in place across the SCS for the full year ending 31 March 2015 and up to the date of approval of the statement of accounts.

The Scottish Court Service's Governance Framework

Details of the Governance arrangements can be found in the Strategic Report, page 5. These structures are supported by the risk and control framework in place across the organisation.

Risk and control framework

The Executive Team reviews corporate risks at each of their formal meetings. The Audit and Risk Committee independently reviews the appropriateness of the risk control arrangements and reports to the Board at least annually. The Board and the Audit and Risk Committee jointly review and assess corporate risks and controls annually at a workshop session (the most recent session took place in February 2015).

Risk management is embedded in our operational activities as follows:

Risk owners identify risks relating to their functions/business plan objectives and manage their risks through the use of the corporate risk management framework. Risk registers are reviewed regularly through agreed corporate processes to ensure that assessments and mitigations are current and appropriate. Part of this regular review entails identifying risks that should be escalated to corporate level.

Project and programme risks are managed through formal project management disciplines under the aegis of the SCS Project Control Framework, which is maintained by the corporate Portfolio Office. A key component of the framework is the assurance role carried out by the organisation's 4 programme boards, namely:



Governance Statement

- the Effective Courts and Tribunals programme board;
- the Infrastructure Board;
- the People programme board; and
- the Innovation and Process Improvement programme board

Information management is a key area of focus and the risk of loss of sensitive or personal data is a key corporate risk. All courts and business units maintain Information Asset Registers that are reviewed regularly and assurance is sought from Directors on the effectiveness of these controls on an annual basis.

This risk is mitigated through appropriate certification of key systems and regular reviews of likely future changes in technologies used. The Executive Team receive regular updates on information management risks and any potential breaches are reported to them in early course.

Three inter-related data breaches were self-reported to the Information Commissioner during the year to March 2015. These were reported in April 2015 and the Information Commissioner has concluded that these were isolated incidents caused by human error. No further action, other than improvement suggested by management was required by the Commissioner. Details are shown in the table below.

The SCTS remains committed to enforcing robust standards for information management and to ensuring compliance with data protection and other legal requirements. Processes, guidance and training on information management have been reviewed and refreshed over the course of 2014/15 and implementation of further safeguards is underway. These improvements include a new mechanism for reporting potential data breaches, improved data protection and data security policies. Records management arrangements are being improved in discussion with the National Records of Scotland. Data protection and security awareness sessions have been held and a new e-learning package, which will be mandatory for all staff, is being developed.

Date	Data Breach	Information
March 2015	Three driving licences, each posted to the incorrect recipient	Personal information e.g. date of birth, endorsements



Governance Statement

Review of Effectiveness

As Accountable Officer, I have responsibility for reviewing the effectiveness of the governance system. My review is informed by our:

- **Executive Directors**, who have responsibility for the development and maintenance of the governance system. They provide me with a certificate of assurance covering risk management and control, business planning, financial management, procurement, people management, security and health and safety. The issues are rated using the same categories used by internal audit (substantial, reasonable limited or insufficient) and I am pleased to say that they provided me with overall substantial assurance that controls were operating effectively.
- **Corporate Systems**, which provide data on financial management, risk management, performance management and people management. The data from these systems has been reviewed and on the basis of the work completed and the related management responses they provided substantial assurance in overall terms.

- **The Health and Safety and Security Works Committee**, which meets regularly and has external representation. It reviews our own assessments of risks and any specific issues that are raised – and monitors any actions required to address those issues.
- **Internal Audit**, who attend all SCTS Audit and Risk Committee meetings and provide regular reports including the Head of Internal Audit's independent and objective opinion on the adequacy and effectiveness of the organisation's systems of internal control together with recommendations for improvement. On the basis of the work completed and the related management responses, they provided substantial assurance in overall terms.
- **External Audit** who report to the Audit and Risk Committee on our controls through management letters and other reports.

The review, detailed above, provides substantial assurance of the effectiveness of the SCTS's system of governance and internal control arrangements and compliance with generally accepted best practice principles and relevant guidance.

Significant governance issues

There have been no other governance issues identified during the year in relation to the overall governance framework.

As part of our ongoing work and as part of the assurance processes, we continue to identify areas for improvement in our governance and internal control frameworks. In particular, over the last year, we have strengthened our portfolio and project management governance including the provision of an improved monitoring and reporting process to the board. Work has already been carried out ahead of the merger with the Scottish Tribunal Service to ensure that systems of control between the two organisations are effectively aligned and this will continue over the course of 2015-16.

Eric McQueen
Chief Executive
24 August 2015



Independent Auditor's Report to the Scottish Courts and Tribunals Service, the Auditor General for Scotland and the Scottish Parliament

I have audited the financial statements of the Scottish Court Service for the year ended 31 March 2015 under the Public Finance and Accountability (Scotland) Act 2000. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Cash Flow Statement, the Statement of Changes in Taxpayers' Equity, the Statement of Costs by Strategic Departmental Objective and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the 2014/15 Government Financial Reporting Manual (the 2014/15 FReM).

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 125 of the Code of Audit Practice approved by the Auditor General for Scotland, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Respective responsibilities of Accountable Officer and auditor

As explained more fully in the Statement of the Accountable Officer's Responsibilities, the Accountable Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and is also responsible for ensuring the regularity of expenditure and income. My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland. Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors. I am also responsible for giving an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the body's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Accountable Officer; and the overall presentation of the financial statements. It also involves obtaining evidence about the regularity of expenditure and income. In addition, I read all the financial and non-financial information in the Annual Report and Accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements, irregularities, or inconsistencies I consider the implications for my report.



Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers of the state of the body's affairs as at 31 March 2015 and of its net outturn for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2014/15 FReM; and
- have been prepared in accordance with the requirements of the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers.

Opinion on regularity

In my opinion in all material respects:

- the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers, the Budget (Scotland) Act covering the financial year and sections 4 to 7 of the Public Finance and Accountability (Scotland) Act 2000; and

- the sums paid out of the Scottish Consolidated Fund for the purpose of meeting the expenditure shown in the financial statements were applied in accordance with section 65 of the Scotland Act 1998.

Opinion on other prescribed matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with the Public Finance and Accountability (Scotland) Act 2000 and directions made thereunder by the Scottish Ministers; and
- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I am required to report by exception

I am required to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the part of the Remuneration Report to be audited are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit; or
- the Governance Statement does not comply with guidance from the Scottish Ministers.

I have nothing to report in respect of these matters.

Angela Cullen
 Assistant Director
 Audit Scotland
 18 George Street
 Edinburgh
 EH2 2QU

26 August 2015



Annual Accounts

Statement of comprehensive net expenditure Year ended 31 March 2015

	Note	2014-15 £'000	2013-14 £'000
Expenditure			
Staff costs	2	40,957	41,167
Other administration costs	3	35,702	37,936
Depreciation and amortisation	5,6	11,731	11,568
Impairment	5	820	6,715
Operational costs	3	11,481	10,423
Total Expenditure		100,691	107,809
Income			
Operating income	4	3,397	4,192
Income from fees and retained fines	4	31,921	31,900
Total Income		35,318	36,092
Net outturn prior to exceptional costs			
Exceptional Costs	19	543	-
Net Outturn after exceptional costs		65,916	71,717
Items that will not be reclassified to profit or loss			
(Loss)/Gains on property revaluation	5,6	10,120	(572)
		10,120	(572)
Other comprehensive income for the year, net of tax			
		10,120	(572)

The notes on pages 37 to 60 form part of these accounts.

**Statement of financial position 31 March 2015**

	Note	2014-15 £'000	2013-14 £'000
Non-current assets			
Property, plant and equipment	5	424,511	417,900
Intangible assets	6	4,233	4,106
Trade and other receivables falling due after one year	7	84	97
Total non-current assets		428,828	422,103
Current assets			
Trade receivables and other current assets	7	3,294	3,969
Cash and cash equivalents	8	939	918
Assets classified as held for sale	5c	50	300
Total current assets		4,283	5,187
Total assets		433,111	427,290
Current liabilities			
Payables and other current liabilities	9	4,158	13,393
Provisions for liabilities and charges due within one year	10	14	2,809
Total current liabilities		4,172	16,202
Total assets less current liabilities		428,939	411,088
Non-current liabilities			
Payables and other liabilities	9	296	312
Provisions for liabilities and charges due in more than one year	10	853	841
Total non-current liabilities		1,149	1,153
Assets less liabilities		427,790	409,935
Taxpayers' equity			
General fund	SOCTE	335,397	326,429
Revaluation reserve	SOCTE	92,393	83,506
Total taxpayers' equity		427,790	409,935

Eric McQueen
Chief Executive

The Accountable Officer authorised these financial statements for issue on 24 August 2015.
The notes on pages 37 to 60 form part of these accounts.



Cash flow statement
For the year ended 31 March 2015

	Note	2014-15 £'000	2013-14 £'000
Cash flows from operating activities			
Net outturn	SCNE	(65,916)	(71,717)
<i>Adjustments for non-cash transactions</i>			
Depreciation and amortisation	SCNE	11,731	11,568
Impairment	SCNE	820	6,715
Notional audit fee	3	82	81
Loss/(Profit) on disposal of property, plant and equipment	3,4	37	(1,056)
<i>Movements in working capital</i>			
(Increase)/decrease in receivables and other current assets	18	688	(232)
Increase/(decrease) in trade and other payables	18	(4,978)	1,826
Increase/(decrease) in provisions	18	(2,783)	(103)
Net cash flow from operating activities		(60,319)	(52,918)
<i>Cash flows from investment activities</i>			
Purchase of property, plant and equipment	5,18	(12,219)	(12,881)
Purchase of intangible assets	6,18	(1,113)	(785)
Proceeds of disposal of property, plant and equipment	3,4,5,18	(22)	1,059
Proceeds of disposal of assets held for sale	3,4,5c,18	125	-
Net cash flow from investment activities		(13,229)	(12,607)
Cash flows from financing activities			
From Scottish Consolidated Fund	SOCTE	73,569	65,662
Cash flows from financing activities		73,569	65,662
Net Decrease/(Increase) in cash and cash equivalents		(21)	(137)
Cash and cash equivalents at beginning of period	8	918	781
Cash and cash equivalents at end of period	8	939	918

The notes on pages 37 to 60 form part of these accounts.



Statement of changes in taxpayers' equity
For the year ended 31 March 2015

	Note	General Fund £'000	Revaluation Reserve £'000	Total £'000
Balance at 1 April 2014		326,429	83,506	409,935
Total comprehensive expenditure for the year ended 31 March 2015		(65,916)	10,120	(55,796)
Non-cash charges				
Non-cash charges - auditor's remuneration	3	82	-	82
Non-cash charges - other		-	-	-
Total non-cash charges		82	-	82
Other reserve movements				
Transfers between reserves		1,233	(1,233)	-
Total other reserve movements/adjustments		1,233	(1,233)	-
Funding				
Parliamentary funding		73,569	-	73,569
Net parliamentary funding drawn down		73,569	-	73,569
Net increase/(decrease) in year		8,968	8,887	17,855
Balance at 31 March 2015		335,397	92,393	427,790

The notes on pages 37 to 60 form part of these accounts.



Statement of changes in taxpayers' equity
For the year ended 31 March 2014

	Note	General Fund £'000	Revaluation Reserve £'000	Total £'000
Balance at 1 April 2013		331,223	85,333	416,556
Total comprehensive expenditure for the year ended 31 March 2014		(71,717)	(572)	(72,289)
Non-cash charges				
Non-cash charges - auditor's remuneration	3	81	-	81
Non-cash charges - other		(75)	-	(75)
Total non-cash charges		6	-	6
Other reserve movements				
Transfers between reserves		1,255	(1,255)	-
Total other reserve movements/adjustments		1,255	(1,255)	-
Funding				
Parliamentary funding		65,662	-	65,662
Net parliamentary funding drawn down		65,662	-	65,662
Net increase/(decrease) in year		(4,794)	(1,827)	(6,621)
Balance at 31 March 2014		326,429	83,506	409,935

The notes on pages 37 to 60 form part of these accounts.



**Statement of costs by strategic departmental objective
For the year ended 31 March 2015**

	2014-15 £'000	2013-14 £'000
<i>Allocation of resources and assets</i>		
Net expenditure	65,916	71,717
Assets less liabilities	427,790	409,935

The work of the SCS is primarily aligned with the following Scottish Government objective:

To help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

The notes on pages 37 to 60 form part of these accounts.



NOTES TO THE ACCOUNTS

1. Accounting Policies

These financial statements have been prepared in accordance with the 2014-15 Government Financial Reporting Manual (FReM) issued by HM Treasury and the Accounts Direction issued by Scottish Ministers (Annex 3). The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Scottish Court Service (SCS) for the purpose of giving a true and fair view has been selected. The particular policies adopted by the SCS are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

1.1 Basis of accounting

These accounts have been prepared in accordance with the historical cost convention modified to account for the revaluation of fixed assets at their value to the SCS by reference to their current costs.

1.2 Tangible non-current assets

Title to the freehold land and buildings shown in the accounts is held in the name of the Scottish Court Service Corporate Body. Non-current assets are stated at their purchase price together with any incidental expenses of acquisition and are revalued each year either using inflation indices, provided by GVA James Barr (as published at www.statistics.gov.uk), or as described below.

All the freehold properties were valued as at 31 March 2014 by Knight Frank LLP. All of the valuations were undertaken on the under-noted basis in accordance with the Appraisal and Valuation Manual of the Royal Institution of Chartered Surveyors. Full professional valuations of courthouses are carried out at five yearly intervals except where significant redevelopment of that courthouse is carried out in which case a valuation will be carried out on an annual basis.

Tangible assets are held at fair value (FV).

Properties regarded by SCS as operational were valued on the basis of Depreciated Replacement Cost (DRC), subject to the prospect and viability of the occupation and use. Birnie House, Hamilton consists of converted office spaces and so has been valued at Open Market Value.

Where a DRC figure has been provided, the Valuation Certificate also provides an open market valuation (allowing for alternative uses) and this is significantly lower than the DRC figures.

The sources of information and assumptions made in producing the various valuations are set out in the Valuation Certificate, which is not published within the Annual Report and Accounts.

The valuation figures incorporated in the accounts are the aggregate of separate valuations of parts of the portfolio and not a valuation or apportioned valuation of the portfolio valued as a whole.

IT equipment (networked and grouped) is all capitalised, irrespective of value.

Increases in the carrying amount arising on revaluation of property, plant and equipment are credited to the revaluation reserve in taxpayers' equity. Decreases arising from fluctuations in market conditions are first charged directly to revaluation reserve to offset any previous increases for the same asset. Amounts in excess of previous increases are expensed to the Statement of Comprehensive Net Expenditure. Decreases arising from other factors are expensed directly to the Statement of Comprehensive Net Expenditure. Amounts in the revaluation reserve relating to the same asset are transferred to the general fund. Each year the difference between depreciation based on the revalued carrying amount of the asset charged to the Statement of Comprehensive Net Expenditure



and depreciation based on the asset's original cost is transferred from revaluation reserve to general fund.

Where work is associated with a larger project it is also capitalised irrespective of value. All other expenditure (under £5,000) is written off in the year of purchase.

Freehold Land is not depreciated. Depreciation is provided at rates calculated to write off the valuation or cost of non-current assets less open market value in equal instalments over their expected useful lives, which are normally in the following ranges:

Buildings	
<i>Sub & super structure</i>	not exceeding 80 years
<i>Fittings & furnishings</i>	not exceeding 50 years
<i>Other Buildings</i>	not exceeding 40 years
Vehicles	3 years
ICT Systems (computers)	3 years
Equipment	not exceeding 10 years
Fixtures & Fittings	not exceeding 10 years

Assets under construction are carried at the costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Assets under construction are transferred to the appropriate property, plant and equipment category when completed and ready for use.

1.3 Assets classified as held for sale

Assets classified as held for sale are measured at the lower of their carrying amount immediately prior to their classification as held for sale and their fair value less costs to sell.

1.4 Intangible non-current assets

Both purchased software licenses and internally generated software are valued on a historic cost basis. Amortisation is applied at rates calculated to write off the value of the software by equal instalments over the shorter of the term of the license and their estimated useful life.

1.5 Financial instruments

All financial assets held by the SCS, have been classified as loans and receivables and are held at carrying value. All financial liabilities are held at carrying value.

As the cash requirements of the SCS are met through the estimate process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the expected purchase and usage requirement and the SCS is therefore exposed to little credit, liquidity or market risk.

1.6 Operating Income

The SCS is not a trading organisation. Income primarily comprises court fees for civil cases. Fee income is recognised as court fees are due.

Sheriff Court fines are paid over to the Scottish Consolidated Fund and are not accounted for as part of the income of the SCS. An element of Justice of the Peace Court fines, Police and Fiscal fixed penalty fines are retained in line with a Designated Receipts Order issued by HM Treasury. The remainder is paid over to the Scottish Consolidated Fund.

1.7 Value added tax (VAT)

Irrecoverable VAT is charged to the Statement of Comprehensive Net Expenditure in the year in which it is incurred, apart from that which is capitalised as part of asset values. Recoverable VAT is deducted from the expenditure to which it relates.



1.8 Operating leases

Rentals payable under operating leases are charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the term of the lease.

1.9 Notional charges

Certain central costs and overheads (e.g. auditor's remuneration) are charged on a notional basis to SCS and they are charged to the Statement of Comprehensive Net Expenditure and credited as a movement on the general fund.

1.10 Foreign currency transactions

Transactions that are denominated in a foreign currency are translated into Sterling at the exchange rate ruling on the date of each transaction, except where rates do not fluctuate significantly, in which case an average rate for a period is used.

1.11 Provisions

Provisions are made for legal or constructive obligations which are of uncertain timing or amount at the balance sheet date on the basis of the best estimate of the expenditure required to settle the obligation. Further details of individual provisions are included in note 10.

1.12 Employee benefits

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS). The defined benefit schemes are unfunded and are non-contributory except in respect of dependant's benefits. SCS accounts for the PCSPS scheme as a defined contribution plan and recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employee's services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution schemes, SCS recognises the contributions payable for the year. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

A liability and an expense is recognised for untaken holiday days, holiday pay, and flexi balances at 31 March 2015. As a result an accrual has been made for time earned but not taken.

1.13 Disclosure of accounting standards not yet applied

A number of new accounting standards have been issued or amendments made to existing standards, but have not yet been applied to these financial statements. The standards are considered relevant and the anticipated impact is as follows:

IFRS 13 – Fair value measurement

This standard will come into effect from 1 April 2015, with the purpose of defining fair value and providing guidance on fair value measurement techniques. Although IFRS 13 applies to public sector bodies without adaptation, IAS 16 and IAS 38 have been adapted and interpreted for the public sector context to limit the circumstances in which a valuation is prepared under IFRS 13.

IAS 17 replacement – Leases

Effective no later than 31 December 2015. This standard proposes to eliminate current operating lease categorisation for virtually all leases except short term leases. Assets and liabilities will be recognised on a 'right of use' basis.

IFRS 15 – Revenue from contracts with customers (IAS 18 replacement – Revenue recognition and liabilities recognition)

Effective no earlier than 1 January 2018. The adoption of this standard will affect the determination of when revenue is recognised in the financial statements.



2. Staff numbers and costs

Average number of whole-time equivalent persons employed

	2014-15 No.	2013-14 No.
Headquarters and support units	141	139
Supreme Courts	163	158
Judicial Office	27	24
Office of the Public Guardian and Accountant of Court	74	66
Sheriff and JP Courts	987	962
Inward secondments	18	8
Agency staff	17	17
	1,427	1,374

	2014-15 £'000	2013-14 £'000
Wages and salaries	33,103	32,057
Social security costs	2,200	2,147
Other pension costs	6,761	5,582
Sub-total	42,064	39,786
Inward secondments	665	483
Agency, temporary and contract staff	587	639
Early departure	313	241
Early retirement	110	18
Total	43,739	41,167
Less recoveries in respect of outward secondments	-	-
	43,739	41,167
Pension harmonisation costs provided for	(2,782)	-
Total net costs	40,957	41,167

	2014-15 £'000	2013-14 £'000
Contributions paid to PCSPS	5,757	5,513

	2014-15 £'000	2013-14 £'000
Contributions paid to partnership pension	79	66

Compensation for loss of office

Nine members of staff were offered Voluntary Exit terms through the course of the year and their compensation payments total £312,679.

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	2014-15 Total number of exit packages by cost band	2013-14
<£10,000	Nil	2	2	Nil
£10,000 - £25,000	Nil	2	2	2
£25,000 - £50,000	Nil	2	2	1
£50,000 - £100,000	Nil	3	3	1
£100,000 - £150,000	Nil	Nil	Nil	1
£150,000 - £200,000	Nil	Nil	Nil	Nil
Total number of exit packages	Nil	9	9	5
Total resource cost	-	£312,679	£312,679	£240,596

Redundancy and other departure costs have been paid in accordance with the provisions of the Civil Service Compensation Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year the departure was agreed. Where the SCS has agreed early departures, the additional costs are met by the SCS and not by the Civil Service Pension Scheme.

Civil Service Pensions

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but the Scottish Court Service is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2012. You can find details in the resource accounts of the Cabinet Office: Civil Superannuation. (www.civilservice.gov.uk/pensions).

For 2014-15, employers' contributions of £5,757k were payable to the PCSPS (2013-14 £5,513k) at one of four rates in the range 16.7% to 25.8% (2013-14 16.7% to 25.8%) of pensionable earnings, based on salary bands. The Scheme Actuary reviews employer contributions, usually every four years, following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2014-15 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a **partnership** pension account, a stakeholder pension with an employer contribution. Employers' contributions of £79k (2013-14 £66k) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 3% to 12.5% of pensionable earnings. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £7k, 0.8% (2013-14 £6k, 0.8%) of

pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a final salary scheme (**classic, premium or classic plus**); or a whole career scheme (**nuvos**). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic, premium, classic plus and nuvos** are increased annually in line with Pensions Increase legislation. Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are salary-related and range between 1.5% and 6.85% of pensionable earnings for **classic** and 3.5% and 8.85% for **premium, classic plus** and **nuvos**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of providers. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic, premium** and **classic plus** and 65 for members of **nuvos**.

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk

New Career Average pension arrangements will be introduced from 1st April 2015 and the majority of **classic, premium, classic plus** and **nuvos** members will join the new scheme. Further details of this new scheme are available at <http://www.civilservicepensionscheme.org.uk/members/the-new-pension-scheme-alpha/>

Staff loans

A total of approximately £73k (2013-14: £59k) is outstanding from 64 members of staff (2013-14: 59).

Sick absence

In 2014-15, 19,179 days (2013-14 16,523 days) were lost through absence equating to a lost time rate of 3.5% (2013-14 3.3%).

Merger with the Scottish Tribunal Service

Staffing costs totalling £314k were incurred during the year in relation to the merger with the Scottish Tribunal Service and are shown as an exceptional cost as per note 19.



3. Non-staff expenditure

Other administration expenditure

	2014-15 £'000	2013-14 £'000
Accommodation	14,463	14,212
Other	10,054	9,883
Buildings' maintenance and impairment	7,821	10,301
Rentals under operating leases	2,439	2,585
Travel, subsistence and hospitality	806	779
Shared service charges - other government departments	-	95
Audit fee	82	81
Loss on disposal of non-current assets	37	-
Total	35,702	37,936

Operational costs

	2014-15 £'000	2013-14 £'000
Judicial costs	4,295	3,726
Payments to jurors	4,743	4,478
Other	2,443	2,219
Total	11,481	10,423

Non-staff expenditure totalling £229k was incurred in relation to the merger with the Scottish Tribunal Service. This is shown as an exceptional item per note 19.

4. Income

Operating income

	2014-15 £'000	2013-14 £'000
Rent from other government departments	3,036	2,976
Shared service charges from other government departments	95	95
Profit on disposal of non-current assets	-	1,056
Other rent receivable	51	64
Other income	215	1
Total	3,397	4,192

Income from fees and retained fines

	2014-15 £'000	2013-14 £'000
Fees charged	24,713	24,206
Retained fines	7,208	7,694
Total	31,921	31,900

Fees memorandum trading account

	Sheriff Courts £'000	Supreme Courts £'000	Office of the Public Guardian and Accountant of Court £'000	2014-15 Total £'000	2013-14 Total £'000
Gross fees raised	16,836	5,336	4,813	26,985	26,591
Less fee exemptions	(1,799)	(474)	-	(2,273)	(2,385)
Net fee income	15,037	4,862	4,813	24,712	24,206
Total costs allocated	23,429	11,187	3,832	38,448	39,501
Less subsidy	(2,156)	(3,944)	-	(6,100)	(6,161)
Apportioned costs	21,273	7,243	3,832	32,348	33,340
Shortfall from full cost recovery	(4,437)	(1,907)	981	(5,363)	(6,749)
% cost recovery (gross fees raised divided by net recoverable costs)				83%	80%



Court fees are charged at various stages of civil proceedings in the Court of Session and the sheriff courts, as well as for work undertaken by the Office of the Public Guardian and by the Accountant of Court. Scottish Government policy is to set fees so as to move towards full cost recovery (including judicial costs).

The subsidy and exempt fees line includes an element of notional cost of capital charges attributable to civil business that are currently not intended to be recovered through court fees.

The costs include notional costs for insurance.

This segmental information is given in accordance with current guidance and is not disclosed for the purposes of IFRS 8.

5a. Property, plant and equipment

Cost or valuation

	Land £'000	Buildings £'000	Vehicles £'000	Equipment £'000	ICT systems £'000	Fixtures and fittings £'000	Assets under construction £'000	2014-15 Total £'000
Opening balance at 1 April 2014	30,589	577,624	275	1,866	8,454	4,271	1,664	624,743
Additions	-	4,572	-	714	2,274	468	-	8,028
Transfers	499	1,165	-	-	-	-	(1,664)	-
Transfer to/from assets held for sale	(23)	(672)	-	-	-	-	-	(695)
Disposals	-	-	(11)	(52)	(14)	-	-	(77)
Revaluation	758	14,196	-	-	-	-	-	14,954
At 31 March 2015	31,823	596,885	264	2,528	10,714	4,739	-	646,953

Depreciation

Opening balance at 1 April 2014	-	196,387	109	1,419	6,649	2,279	-	206,843
Charged in year	-	9,321	79	105	1,016	306	-	10,827
Transfers	-	-	-	-	-	-	-	-
Transfer to/from assets held for sale	-	-	-	-	-	-	-	-
Disposals	-	-	(11)	(38)	(13)	-	-	(62)
Revaluation	-	4,834	-	-	-	-	-	4,834
Balance at 31 March 2015	-	210,542	177	1,486	7,652	2,585	-	222,442

Net book value current year

Net book value current year	31,823	386,343	87	1,042	3,062	2,154	-	424,511
Net book value prior year	30,589	381,237	166	447	1,805	1,992	1,664	417,900

All assets are owned by the Scottish Court Service Corporate Body. All land and buildings are held freehold. No assets are held under finance leases or PFI/PPP contracts.

During the year assets to the value of £305k were purchased as part of the merger costs with the Scottish Tribunal service as per note 19.

5b. Property, plant and equipment prior year

Cost or valuation	Land £'000	Buildings £'000	Vehicles £'000	Equipment £'000	ICT systems £'000	Fixtures and fittings £'000	Assets under construction £'000	2013-14 Total £'000
Opening balance at 1 April 2013	33,452	565,753	429	3,142	11,817	4,473	30,279	649,345
Additions	-	11,651	70	8	1,078	621	1,664	15,092
Adjustments	-	(71)	-	-	-	-	-	(71)
Transfers	-	30,279	-	-	-	-	(30,279)	-
Transfer to/from assets held for sale	(7)	(293)	-	-	-	-	-	(300)
Disposals	-	-	(224)	(1,284)	(4,441)	(823)	-	(6,772)
Revaluation	(2,655)	(20,125)	-	-	-	-	-	(22,780)
Impairments	(201)	(9,570)	-	-	-	-	-	(9,771)
At 31 March 2014	30,589	577,624	275	1,866	8,454	4,271	1,664	624,743
Depreciation								
Opening balance at 1 April 2013	-	212,594	263	2,491	10,042	2,849	-	228,239
Charged in year	-	9,058	70	212	1,045	253	-	10,638
Adjustments	-	(1)	-	-	-	-	-	(1)
Transfers	-	-	-	-	-	-	-	-
Transfer to/from assets held for sale	-	-	-	-	-	-	-	-
Disposals	-	-	(224)	(1,284)	(4,438)	(823)	-	(6,769)
Revaluation	-	(22,208)	-	-	-	-	-	(22,208)
Impairments	-	(3,056)	-	-	-	-	-	(3,056)
Balance at 31 March 2014	-	196,387	109	1,419	6,649	2,279	-	206,843
Net book value current year	30,589	381,237	166	447	1,805	1,992	1,664	417,900
Net book value prior year	33,452	353,159	166	651	1,775	1,624	30,279	421,106

**5c. Assets classified as held for sale**

The following assets have been presented for sale by the Scottish Court Service. The completion date for sale is expected to be within 12 months. Assets classified as held for sale are measured at the lower of their carrying amount immediately prior to their classification as held for sale and their fair value less costs to sell.

Assets classified as held for sale are not subject to depreciation or amortisation.

	Property £'000	Total £'000
At 1 April 2014	300	300
Transfer from non-current assets	695	695
Impairments	(820)	(820)
Disposals	(125)	(125)
At 31 March 2015	50	50

Prior Year	Property £'000	Total £'000
At 1 April 2013	-	-
Transfer from non-current assets	300	300
Disposals	-	-
At 31 March 2014	300	300

6a. Intangible assets

	Software licences £'000	ICT software £'000	Assets under construction £'000	2014-15 Total £'000
Cost or valuation				
Balance at 1 April 2014	2,863	7,115	-	9,978
Additions	367	437	227	1,031
At 31 March 2015	3,230	7,552	227	11,009
Amortisation				
Balance at 1 April 2014	1,567	4,305	-	5,872
Charged in year	280	624	-	904
At 31 March 2015	1,847	4,929	-	6,776
Net book value current year	1,383	2,623	227	4,233
Net book value prior year	1,296	2,810	-	4,106

During the year, software licences to the value of £83k were purchased as part of the merger with the Scottish Tribunal Service as per note 19.

6b. Intangible assets prior year

	Software licences £'000	ICT software £'000	Assets under construction £'000	2013-14 Total £'000
Cost or valuation				
Balance at 1 April 2013	3,104	8,311	-	11,415
Additions	358	465	-	823
Disposals	(599)	(1,656)	-	(2,255)
Adjustments	-	(5)	-	(5)
At 31 March 2014	2,863	7,115	-	9,978
Amortisation				
Balance at 1 April 2013	1,944	5,253	-	7,197
Charged in year	222	708	-	930
Disposal	(599)	(1,656)	-	(2,255)
Adjustments	-	-	-	-
At 31 March 2014	1,567	4,305	-	5,872
Net book value current year	1,296	2,810	-	4,106
Net book value prior year	1,160	3,058	-	4,218

7. Trade receivables and other assets

Amounts falling due within one year

Trade receivables
Other receivables
Prepayments
Accrued income

Total as at 31 March

Amounts falling due in more than one year

Other receivables

Total as at 31 March

Total as at 31 March

	2014-15 £'000	2013-14 £'000
	1,343	1,523
	84	72
	1,299	1,864
	568	510
Total as at 31 March	3,294	3,969
	84	97
Total as at 31 March	84	97
Total as at 31 March	3,378	4,066

Receivables are shown net of impairments as follows:

At 1 April
Charge for the year
Unused amount released
Utilised during the year

As at 31 March

	2014-15 £'000	2013-14 £'000
	111	115
	-	35
	-	(6)
	(5)	(33)
As at 31 March	106	111

Intra-Government balances

Amounts falling due within one year

Balances with other central government bodies
Balances with local authorities
Balances with NHS Bodies

Total: Intra-governmental balances

Balances with bodies external to government

Balance as at 31 March

	2014-15 £'000	2013-14 £'000
	45	34
	80	106
	5	9
Total: Intra-governmental balances	130	149
	3,164	3,820
Balance as at 31 March	3,294	3,969

Amounts falling due in more than one year

Balances with other central government bodies
Balances with local authorities
Balances with NHS Bodies

Total: Intra-governmental balances

Balances with bodies external to government

Balance as at 31 March

	2014-15 £'000	2013-14 £'000
	-	-
	-	-
	-	-
Total: Intra-governmental balances	-	-
	84	97
Balance as at 31 March	84	97

Total as at 31 March

	3,378	4,066
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**8. Cash and cash equivalents**

Balance at 1 April
Net change in cash and cash equivalent
balances
Balance at 31 March

	2014-15 £'000	2013-14 £'000
	918	781
	21	137
	939	918
The following balances at 31 March were held at:		
Commercial banks and cash in hand	939	918
Balance at 31 March	939	918

9. Trade payables and other current liabilities

	2014-15 £'000	2013-14 £'000
Amounts falling due within one year		
Trade payables	441	7,263
Accruals	3,704	6,117
Deferred income	13	13
Total as at 31 March	4,158	13,393
Amounts falling due in more than one year		
Deferred income and accruals	296	312
Total as at 31 March	296	312
Total as at 31 March	4,454	13,705

Intra-Government balances

	2014-15 £'000	2013-14 £'000
Amounts falling due within one year		
Balances with other central government bodies	-	41
Balances with local authorities	26	5
Balances with NHS Bodies	-	16
Total: Intra-governmental balances	26	62
Balances with bodies external to government	4,132	13,331
Total as at 31 March	4,158	13,393

	2014-15 £'000	2012-13 £'000
Amounts falling due in more than one year		
Balances with other central government bodies	-	-
Balances with local authorities	-	-
Balances with NHS Bodies	-	-
Total: Intra-governmental balances	-	-
Balances with bodies external to government	296	312
Balance as at 31 March	296	312
Total as at 31 March	4,454	13,705

During the year the SCS paid 96.5% of invoices within the Scottish Government's 10 day target (2013-14: 97.1%) and 98.7% of invoices within 30 days (2013-14: 99.3%).

10. Provisions for liabilities and charges

	Pension transfer deficit £'000	Early departure costs £'000	Compensation £'000	Property and dilapidations £'000	2014-15 Total £'000
Balance at 1 April 2014	-	11	66	764	841
Add: element reported as due within one year	2,782	14	13	-	2,809
Total as at 1 April 2014	2,782	25	79	764	3,650
Provided for in year	-	-	83	9	92
Provisions not required - written back	(1,842)	-	(60)	-	(1,902)
Provisions utilised in year	(940)	(14)	(19)	-	(973)
Total as at 31 March 2015	-	11	83	773	867
Payable within one year	-	(10)	(4)	-	(14)
At 31 March 2015	-	1	79	773	853

Analysis of expected timing of any resulting outflows of economic benefits

	Pension transfer deficit £'000	Early departure costs £'000	Compensation £'000	Property and dilapidations £'000	2014-15 Total £'000
Payable in 1 year	-	10	4	-	14
Payable between 2 and 5 years	-	1	53	252	306
Payable between 6 and 10 years	-	-	26	-	26
Thereafter	-	-	-	521	521
Total as at 31 March 2015	-	11	83	773	867

10. Provisions for liabilities and charges – prior year

	Pension transfer deficit £'000	Early departure costs £'000	Compensation £'000	Property and dilapidations £'000	2013-14 Total £'000
Balance at 1 April 2013	-	18	-	745	763
Add: element reported as due within one year	2,782	64	34	110	2,990
Total as at 1 April 2013	2,782	82	34	855	3,753
Provided for in year	-	9	57	19	85
Provisions not required - written back	-	(20)	(3)	-	(23)
Provisions utilised in year	-	(46)	(9)	(110)	(165)
Total as at 31 March 2014	2,782	25	79	764	3,650
Payable within one year	(2,782)	(14)	(13)	-	(2,809)
At 31 March 2014	-	11	66	764	841

Analysis of expected timing of any resulting outflows of economic benefits

	Pension transfer deficit £'000	Early departure costs £'000	Compensation £'000	Property and dilapidations £'000	2013-14 Total £'000
Payable in 1 year	2,782	14	13	-	2,809
Payable between 2 and 5 years	-	9	66	49	124
Payable between 6 and 10 years	-	2	-	199	201
Thereafter	-	-	-	516	516
Total as at 31 March 2014	2,782	25	79	764	3,650



Details of provisions

Pension transfer deficit

SCS staff who are ex-employees of the former District Courts were given the option to transfer their past service credits accrued in the Local Government Pension Schemes (LGPSs) into the premium scheme of the PCSPS. Due to under-funding within the LGPSs, liability for the shortfall is required to be met by the SCS.

The transfers from the LGPSs are now complete and the previously estimated potential shortfall did not materialise.

Early departure costs

This relates to the compensation element due to former employees who took early retirement and who were over the age of 50 but below the age of 60. On attaining the age of 60 the compensation element ceases.

Compensation

Amounts have been provided for material claims for compensation against the SCS from court users. The amounts provided are based on an assessment of the amounts claimed and the likelihood of a payment being required. Where a settlement is considered unlikely to be required no provision is made.

Property and dilapidations

This represents the estimated amounts due on the expiry of property leaseholds held by the SCS, to return the properties to their original condition. The amounts due and timing of payments depend on the terms and conditions of each lease, as well as the extent of alterations carried out by the SCS over the period of the lease.

11. Capital commitments

Contracted capital commitments for which no provision has been made are as follows:

	2014-15 £'000	2013-14 £'000
Property, plant and equipment		
Local Area Network (LAN)	1,241	-
Wide Area Network (WAN)	183	-
Other	281	392
Intangible Assets		
Integrated Case Management System (ICMS)	2,854	-
Total	4,559	392

There were no authorised but not contracted capital commitments at the end of the year.

12. Commitments under operating leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods:

Obligations under operating leases comprise:

	2014-15 £'000	2013-14 £'000
Buildings		
Within one year	2,332	2,352
Between two and five years (inclusive)	8,471	7,985
After five years	14,988	17,046
Total	25,791	27,383



13. Related Party Transactions

During the year to 31 March 2015 the SCS was a Non Ministerial Departmental Body in the Scottish Administration. During the year, SCS has had various material transactions with the Scottish Government and the Crown Office. None of the senior management team or other parties related to them has undertaken any material transactions with SCS.

Payments made to the Civil Service Pension Scheme relate to employer's pension contributions. Receipts from the Crown Office and Procurator Fiscal are for Estate Services and rent for occupancy of buildings. Parliamentary funding represents the net cash provision from the Scottish Government to the SCS.

	Note	2014-15 £'000	2013-14 £'000
Principal Civil Service Pension Scheme	2	(5,757)	(5,513)
Crown Office and Procurator Fiscal Service	4	3,061	2,976
Parliamentary Funding	SOCTE	73,569	65,662

Payments were made to two sheriffs over the course of the financial year.

A payment of £15,000 was made to a sheriff covering the remote island courts which related to additional costs of travel and subsistence.

A payment of £128,296 made in 2012-13 related to relocation of a sheriff, which is being repaid over a 12 year period at £1,069.13 per month. At the end of 2014-15, £97,291 remains outstanding and is shown as a long term receivable (£84k) and short term receivable (£13k) in the SOFP and in Note 7 to the accounts.

These payments were made in accordance with the SCS Judicial Office for Scotland's policy Relocation Expenses Payable on Shrieval Transfer.

14. Financial Instruments

As the cash requirements of the SCS are met through the spending review process, financial instruments play a more limited role in creating and managing risk than in a non-public sector body.

The majority of financial instruments relate to contracts to buy non-financial items in line with the SCS's expected purchase and usage requirements and the SCS is therefore exposed, to little credit, liquidity or market risk.

All financial assets are classified as loans and receivables and are held at carrying value.

All financial liabilities are held at carrying value.



15. Losses

In year losses totalled £2k (2013-14: £10k). These were made up as follows:

	2014-15 No of cases	2014-15 £'000	2013-14 £'000
Cash Losses	47	2	10

16. Third Party Assets

Cash balances of £26.8m (2013-14: £25.9m) are held on behalf of third parties. This is mainly money consigned into court in respect of liquidations, cautions, expenses in civil actions and unclaimed dividends, etc.

These third party assets are not the property of the SCS and are not included in the SCS's accounts.

17. Outturn Against Budget

	2014-15		2013-14
	Budget	Outturn	Outturn
	£'000	£'000	£'000
Capital - DEL	7,800	8,670	15,915
Revenue - DEL	66,142	65,349	64,937
Prior to exceptional costs	73,942	74,019	80,852
Exceptional Costs	1,078	931	-
After exceptional costs	75,020	74,950	80,852
Auditors remuneration	-	82	81
	75,020	75,032	80,933
Capital - AME	415	820	6,626
Revenue - AME	(940)	(879)	73
Total	74,495	74,973	87,632

Budgets for Departmental Expenditure Limits (DEL) are set as part of the Scottish Spending Review and annual Budget Bills. These are allocated for running costs associated with the delivery of the SCS.

Annually Managed Expenditure (AME) represents costs that are more volatile and so are not managed in the same way as DEL.

Overall, with Scottish Government agreement, the SCS underspent by £0.07m against its DEL budget and overspent on AME by £0.5m. The AME overspend, driven by the write down in the value of closed courts to open market value, is covered by additional provision for AME in the overall Scottish Government budget.

During the year the SCS received additional funding of £1.08m to support the estimated costs of merger with the Scottish Tribunal Service. The final expenditure amounted to £0.9m and is included in the DEL outturn of £75m as an exceptional item.

**18. Movement on Working Capital Balances**

	Note	Opening Balances £'000	Closing Balances £'000	2014-15 Net Movement £'000	2013-14 Net Movement £'000
Receivables and other assets					
Due within one year	7	3,969	3,294	675	(245)
Due after more than one year	7	97	84	13	13
Less: Capital included in PPE		-	-		-
Less: Capital included in Intangibles		-	-		-
		4,066	3,378		
Net decrease/(increase)				688	(232)
Payables and other liabilities					
Due within one year	9	13,393	4,158	9,235	4,080
Due after more than one year	9	312	296	16	(5)
Less: Capital included in PPE		(4,911)	(720)	(4,191)	(2,211)
Less: Capital included in Intangibles		(199)	(117)	(82)	(38)
		8,595	3,617		
Net (decrease)/increase				(4,978)	1,826
Provisions (current and non-current)					
Less: capital provisions included in above	10	3,650	867	(2,783)	(103)
		-	-		-
		3,650	867		
Net (decrease)/increase				(2,783)	(103)
Net movement (decrease)/increase				(7,073)	1,491



19. Merger Costs

During the year costs totalling £931k were incurred as part of the merger with the Scottish Tribunal Service which took place on 1 April 2015. The costs, as detailed below, were fully funded by the Scottish Government.

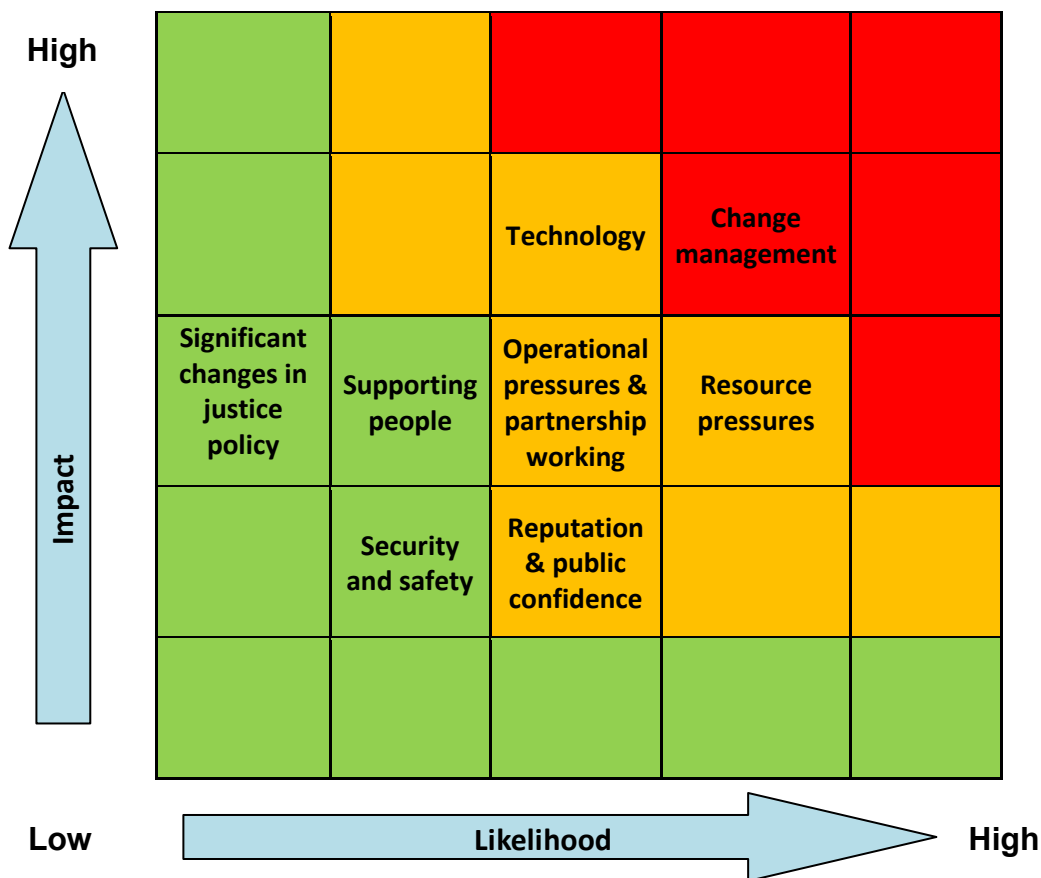
	Note	2014-15 £'000
Staff costs		
Pay		178
Harmonisation costs		71
Social security costs		34
Other pension costs		17
Agency staff		14
Total staff costs	<u>2</u>	<u>314</u>
Other administration costs		
Information Technology		222
Rebranding		7
Total other administration costs	<u>3</u>	<u>229</u>
Net resource cost reduction		<u>543</u>
Capital		
IT hardware	<u>5</u>	305
IT software licenses	<u>6</u>	83
Total capital		<u>388</u>
Total merger costs		931

20. Post Balance Sheet Events

There are no material post balance sheet events that require to be adjusted or disclosed in the accounts.

Annex 1 – 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 2 – Business Levels

High Court

	2014-15	2013-14	2012-13
Indictments registered	812	829	751
Trials (evidence led)	443	429	358
Solemn appeals (lodged)	727	763	716
Summary appeals (lodged)	1,119	1,022	1,213
High Court judge days	3,881	3,964	3,867

First Instance Criminal Business

The number of indictments registered during the last four business years has remained fairly constant. There continues to be a year on year increase in the number of trials where evidence has been led. The number of trials where evidence has been led has increased by 35% from 2011-12 to 2014-15.

The average duration of a trial continues at just over six days. During the course of the last year there have been a number of high profile and lengthy trials.

The reduction in churn (unproductive continuation of cases) in the Preliminary Hearing court has been maintained in the last business year which has resulted in a reduction of the number of court days allocated to this type of business from 375 days in previous business years to 300 days in 2014-15.

Criminal Appeal Business

The number of solemn and summary appeals lodged during the last two business years has remained fairly constant.

There is no longer a backlog in criminal appeals. Solemn and summary appeals against sentence were disposed of by the Criminal Appeal Court within an average of six weeks, from the date that leave to appeal was granted, during 2014-15.

During the coming year we will be striving to reduce the delays further with regard to the final disposal of solemn appeals against conviction and summary appeals by stated case.

As a result of the improved case management of business and the introduction of the new Sheriff Appeal Court the number of Criminal Appeal Court days will reduce from 250 days for 2014-15 to approximately 200 days for 2015-16.

Court days

The number of High Court judge days fell slightly last year in comparison with 2013-14 and was very similar to the number of days in 2013-14 and 2012-13.



Court of Session

	2014-15	2013-14	2012-13
Ordinary civil actions registered	3,727	3,242	3,397
Civil petitions (registered)	1,394	1,316	1,378
Civil appeals / reclaiming motions	236	243	232
Proofs, jury trials & hearings, (J/R) (which proceeded)	114	119	119
Court of Session judge days	1,956	2,071	1,823

Inner House

The volume of appeals and reclaiming motions registered is fairly constant over the last three business years (2012-13, 2013-14 and 2014-15).

This figure may reduce slightly in the coming business year with the introduction of the Sheriff Appeal Court (civil), expected to commence in January 2016.

End to end times for Inner House cases continued to fluctuate from month to month. In the main this is a result of the continued drive to progress cases registered prior to the commencement of case management rules. Overall the annual average end to end timings improved greatly from 48 weeks in 2013-14 to 40 weeks in 2014-15.

Analysis of outstanding cases as at 31 March 2015 indicates that there are nine cases outstanding that were lodged prior to 2014. Each of these is subject to robust case management.

Outer House

There was a noticeable increase in the number of Ordinary actions registered in the Court of Session compared to the previous three business years.

Waiting times reported for Personal Injury cases with up to four day duration proofs, have reduced further from eight months in 2013-14 to 7 months in 2014-15. Further measures to reduce waiting times for proofs of longer duration remain under consideration.

The commencement, in September 2015, of the increased exclusive jurisdiction of the Sheriff Court for cases of value of up to £100,000 is expected to reduce, in particular, the number of Personal Injury actions registered in the Court of Session.

Court Days

The number of Court of Session judge days fell by around 100 days, compared with figures reported for 2013-14. This however remains over 100 days above those reported for 2012-13. It is now fairly common for miscellaneous business to be heard early in the morning and prior to substantive business proceeding.

Sheriff Court

The number of summary complaints registered in the Sheriff and Justice of the Peace Courts during 2014-15 showed a slight decrease of 7% and 1% respectively compared with the previous year. However the number of cases registered has not returned to the lower levels reported for 2012-13. Further commentary on work carried out over 2014-15 to address business volumes in the summary courts can be found on page 15.

The number of indictments registered in 2014-15 increased by almost 15% - these relate to more serious crimes prosecuted in the Sheriff Court including those involving violence or sexual offences.

Levels of civil business in the Sheriff Courts, while fluctuating slightly from year to year, have remained broadly stable over the past 3-year period.

Sheriff Court

Criminal - Summary	2014-15	2013-14	2012-13
Complaints Registered	71,350	76,555	67,704
Trials (Evidence Led)	8,912	7,866	7,041

Criminal - Solemn	2014-15	2013-14	2012-13
Indictments Registered	6,920	6,033	5,859
Trials (Evidence Led)	1,430	1,379	1,200

Ordinary Civil	2014-15	2013-14	2012-13
Cases Registered ¹⁹	23,628	24,026	24,958
Proofs and Debates (Which Proceeded)	990	1,146	1,141

Summary Cause and Small Claims	2014-15	2013-14	2012-13
Cases Registered ¹⁹	47,977	48,485	47,553
Proofs/Hearings (Evidence Led)	509	649	678

Commissary	2014-15	2013-14	2012-13
Inventories Recorded	24,209	23,902	21,973

Sitting Days	2014-15	2013-14	2012-13
Number of days	28,946	28,160	28,178

Justice of the Peace

	2014-15	2013-14	2012-13
Complaints Registered	66,819	67,767	53,645
Trials (Evidence Led)	3,151	2,590	2,491

¹⁹ The figures for 2012-13 in respect of cases registered have been revised, following a review of data. The impact is not material.



Office of the Public Guardian (OPG)

The workload of the OPG in 2014-15 continues to be high which further evidences the importance of powers of attorney in the lifestyle choices being made by the steadily aging population in Scotland.

Further information on the work of the OPG can be found on its website,
<http://www.publicguardian-scotland.gov.uk>

	2014-15	2013-14	2012-13
Powers of Attorney	55,527	45,576	42,528
Guardianship Orders ²⁰	2,500	2,264	2,073

²⁰ The figures for 2013-14 in respect of the number of Guardianship Orders have been revised, following a review of data. The impact is not material.

Annex 3 – SCS People

The quality of service provided by the SCS is highly dependent on courts and support functions being staffed by skilled and engaged people. The judiciary, court users and the public in general are entitled to expect well trained and confident staff led by capable and knowledgeable managers.

Staff in post as at 31 March 2015

	Number of Staff (Headcount)	Female	Male
Exec Director & CEO	4	0	4
Director	13	2	11
Senior Manager	31	22	9
Non-Exec Directors	10	4	6
Sheriffdom Legal Advisor	6	4	2
Legal Assessor	38	28	10
Senior Executive Officer	77	35	42
Higher Executive Officer	151	93	58
Executive Officer	410	281	129
Administrative Officer & Clerk Typist	516	420	96
Typists	7	7	0
Administrative Assistant & Support Grades	340	176	164
Total	1603	1072	531

Number of Staff by Level as at 31 March 2015

	Number of Staff (Headcount)	Full time equivalent
Supreme Court	185	169.4
Sheriff & JP Courts	1136	982.3
Judicial Office	33	30.7
OPG	83	75.9
HQ	164	143.2
Secondment	2	2.0
Total	1603	1403.5



Annex 4 – Summary of Key Performance Indicators

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

1. A WELL SUPPORTED JUDICIARY

1a. Judicial satisfaction levels (qualitative assessment by SCS Executive Team).

2. SATISFIED COURT USERS

2a. User satisfaction levels (based on SCS 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 (percentage 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).



Annex 5 – Sustainability Report 2014-15

1. Introduction

This report details the organisation's sustainability performance for 2014-2015. It is presented in line with the Scottish Government's Guidance on the preparation of Annual Sustainability Reports²¹ and focuses on the key areas of greenhouse gas emissions, energy use, waste management, water consumption, adaptation, biodiversity and sustainable procurement.

The Scottish Courts and Tribunals Service is committed to improving its environmental performance by minimising resource usage, and reducing greenhouse gas emissions. The commitment, targets and measures to achieve this are set out in our Sustainability Policy²².

The SCTS sustainability policy:

- applies to all parts of the organisation and its contractors
- covers all operational and support services such as business, services, utilities, facilities management, construction, procurement, office services, printing and publishing
- is consistent with the UK and Scottish Government's commitments to sustainable development and climate change and in particular the organisation's commitments under the Climate Change Act 2009 and its related Public Body Duty of Care.

In support of the carbon reduction objectives, the SCS entered into an innovative partnership with its Total FM contractor in order to focus on agreed outcomes and targets. In addition, the organisation developed a Carbon Management Plan (CMP) which set out clear and ambitious targets for a carbon emissions reduction of 25% from a baseline year of 2009-10.

Additionally the organisation maintained its accreditation by the Carbon Trust for their Carbon Trust Standard in 2013 and will be progressing re-certification again in 2015. The Standard represents the world's first carbon certificate for organisations measuring, managing and reducing their carbon emissions year-on-year. The certification recognises significant carbon reductions and a commitment to continued progress. Once the Standard is met, an organisation must show an on-going commitment to continued reductions in order to recertify.

2. Scope, Governance and Internal Assurance

This report covers 53 court buildings and includes areas under occupation by other occupiers such as COPFS, Police Scotland and local authority social work departments. Overall governance and assurance for this report is managed by the SCTS Sustainable Development Team within Property Services. Energy efficiency projects are managed through a variety of means including the SCTS Carbon Reduction Programme which prioritises projects against potential cost, carbon savings and suitability in terms of environmental impact and operation.

There are some limitations to the accuracy of our financial and non-financial sustainability data and we continue to improve the quality of our internal controls, for example through internal audit, further engagement with both internal and external stakeholders and also through enhanced monitoring devices such as automated meter readers and building management

²¹ Public Sector Sustainability Reporting Guidance on the Preparation of Annual Sustainability Reports 2012-13

²² Scottish Courts and Tribunals Service Sustainability Policy -

<http://www.scotcourts.gov.uk/docs/default-source/SCS-Communications/sustainability-policy.docx?sfvrsn=2>



systems. Notwithstanding, attainment of the Carbon Standard and compliance with CRC regulations both require satisfactory completion of audit processes.

3. Performance Overview for 2014-15

The SCS met its five year target to reduce CO2 by 25%, following a strong sustainability programme.

In 2010, the SCS set an ambitious, energy reduction target which we have now reached. This means that we should retain our internationally recognised Carbon Trust Standard accreditation for another two years until 2017.

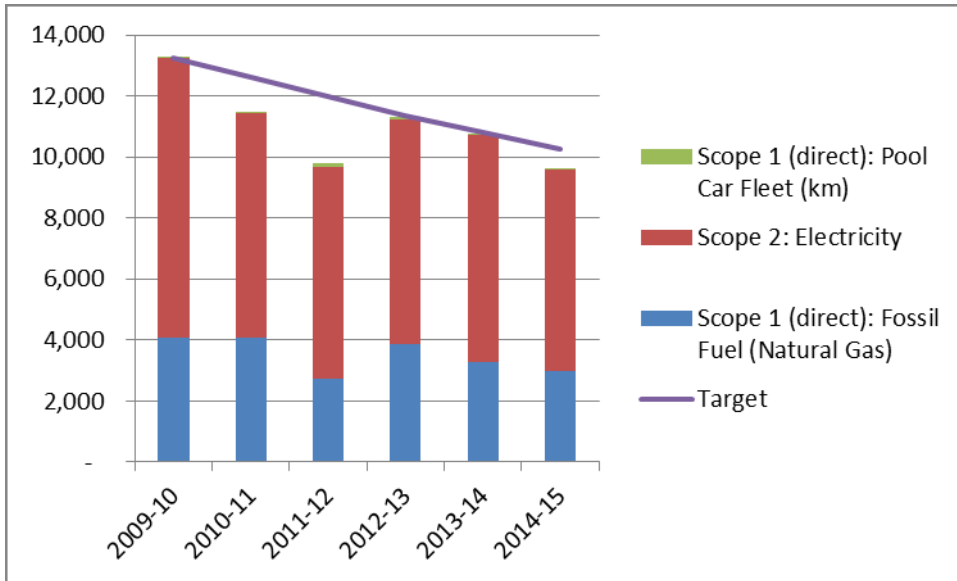


Table 1 – Scope 1-3 CO₂e Emissions 2009-10 to 2014-15

"We set ourselves a very challenging five year target and I am proud to say that we have achieved it," says Chief Finance Officer Richard Maconachie. "We were one of the first Scottish Government bodies to announce a reduction in energy consumption and CO2 emissions by 25% after the publication of the Climate Change (Scotland) Act 2009. It took a good deal of innovation and forward thinking from our team and of course the full support of our colleagues across the estate. Our investment has paid off in the savings that we now see, not only saving money that can be better spent elsewhere, but helping to protect our environment for future generations."

Recent sustainability measures include:

- installing photo voltaic (PV) panels in more sites
- replacing fluorescent lighting with LED lighting
- improvements to our control and building management systems
- high efficiency electric motors on pumps and ventilation systems
- improved insulation
- enhanced secondary/double glazing
- reduction, or replacement of portable heaters with energy efficient models.

Electricity Generation - Solar Panels

The use of solar energy has helped to cut our carbon emissions. Panels were installed in Glasgow in 2008 and new panels were installed in Falkirk Sheriff and Justice of the Peace Courts in 2014. The large, 97 kilowatt array in the Glasgow Court has saved an average of 65,000 kWh per year which is about the same electricity required by 14 family houses.

The 49 kilowatt array of panels has been in use in Falkirk since May last year and, in that time, has reduced the Court's electricity consumption by over 35,000 kilowatt hours - the equivalent of powering seven average sized homes for a year. On top of that, the system has exported 10,000 kilowatt hours to the national grid - mainly at weekends. Further PV installations are being planned in Hamilton, Kilmarnock and Paisley subject to consent from the relevant planning authorities and available funding.

CRC

The cost for purchase by the SCS of allowances under the Carbon Reduction Commitment scheme is as follows:

2014-15 £140,000

2013-14 £160,000

2012-13 £140,000

The above figures include pre-purchase of additional allowances used as a credit for following years.

Utilities Consumption and Cost Performance - The following tables provide an overview of the actual utility consumption and utility cost reductions by SCS over a 5 year period:-

	CMP Base Year		AMK Base Year				% Reduction	
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	CMP	AMK
Elec kWh	16,948,980	15,577,057	13,756,193	14,357,835	13,809,718	12,236,155	27.8%	21.4%
Gas kWh	22,064,317	22,884,540	15,345,049	20,737,355	17,756,526	16,211,220	26.5%	29.2%
Total kWh	39,013,297	38,461,597	29,101,242	35,095,190	31,566,244	28,447,375	27.1%	26.0%
CO2 Tonnes	13,184	12,599	10,226	11,547	10,701	9,570	27.4%	24.0%

	Costs based on current cost / kWh					
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Elec	£2,294,383	£2,108,666	£1,862,176	£1,943,620	£1,869,422	£1,656,408
Gas	£889,192	£922,247	£618,405	£835,715	£715,588	£653,312
Total	£3,183,575	£3,030,913	£2,480,581	£2,779,336	£2,585,010	£2,309,720

Water Consumption m³

2010-11	2011-12	2012-13	2013-14	2014-15	
71,210	68,449	72,786	63,355	48,976	31%



Overall CO_{2e} emissions have fallen by over 25% in 5 years as shown in Table 2 below:-

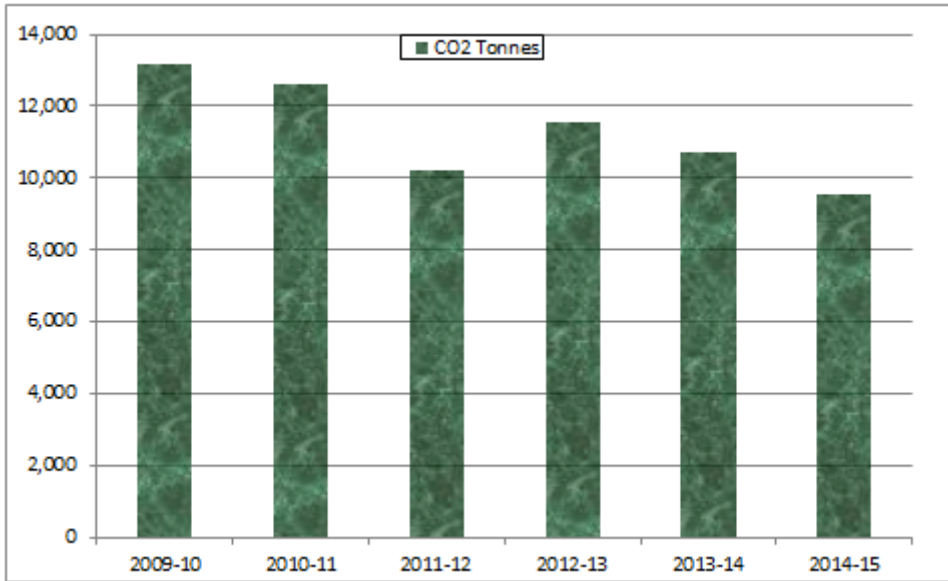


Table 2 – CO_{2e} Emissions 2009-10 to 2014-15

4. Greenhouse Gas Emissions

Scope 1 – Gas

Emissions from gas have decreased by 27% over the 5 year period from the baseline year 2009-10. Table 2 below shows gas and electricity consumption over a 5 year period whilst table 3 below shows CO_{2e} emissions from gas for the same period.

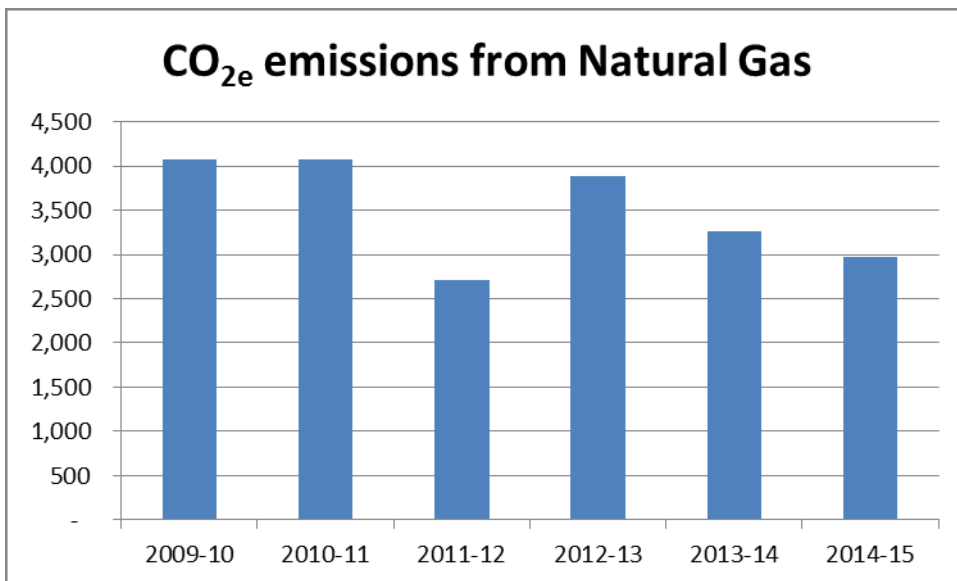


Table 3 – Gas CO_{2e} Emissions 2009-10 to 2014-15



Fleet Vehicles

Emissions from fleet vehicles have decreased by 8% over the 5 year period from the baseline year 2009-10.

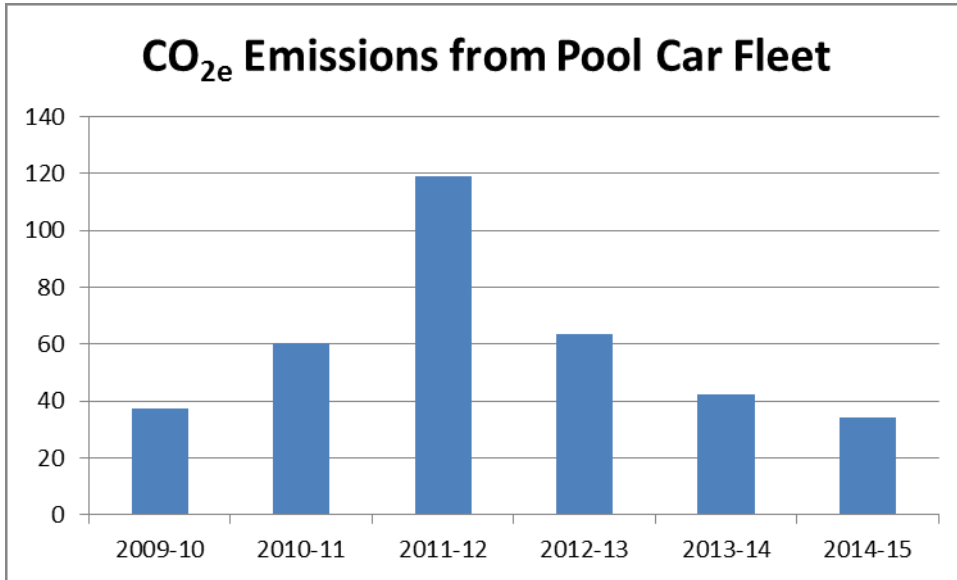


Table 4 – Pool Car Fleet CO_{2e} Emissions 2009-10 to 2014-15

To help drive down future fleet vehicle emissions, the sustainability policy has been further revised to incorporate the following

- Only to procure vehicles that emit no more than 115g/km of Carbon Dioxide. Also consider the future use of electric, dual-fuelled, hybrid or alternative-fuelled vehicles within the SCTS fleet of vehicles where economically viable.
- Consider and investigate the installation of electric charging points within the court building estate to encourage the use of electric and plug-in hybrid vehicles.

Scope 2 – Electricity

Emissions from electricity have decreased by 27.8% over the 5 year period from the baseline year 2009-10 as shown in Table 5 below:

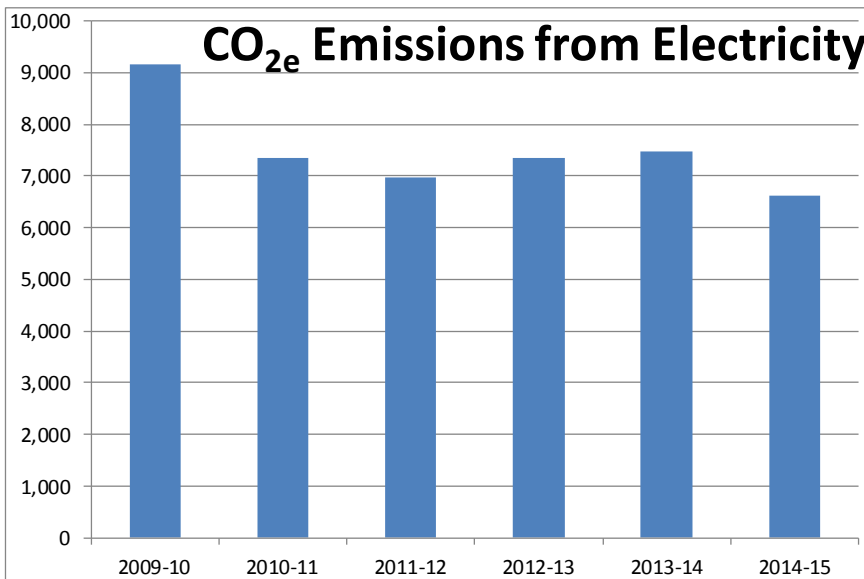


Table 5 – Electricity CO_{2e} Emissions 2009-10 to 2014-15

Scope 3 – Business Travel

The SCS transferred to a new T&S system in 2013 and will aim to develop the system during 2015-16 to allow accurate tracking of emissions relating to business travel.

5. Water Summary

The SCS recently became the first public sector body to be awarded the new Carbon Trust Water Standard. This accreditation, like the Energy Accreditation, recognises significant reductions in water consumption - (20% over the past two years) and our commitment to additional improvements in water consumption across the estate, including:

- water monitoring systems
- conservation measures such as urinal controls
- push operated taps
- tap flow restrictors.

Metered Consumption and Charges by Year

Year	Billed Consumption	Total Charges
2010-11	71,210	£545,307.61
2011-12	68,449	£536,880.21
2012-13	72,786	£552,818.09
2013-14	63,355	£535,142.32
2014-15	48,976	£508,365.04

Unmetered Charges by Year

Year	Total Charges
2010-11	£17,985.56
2011-12	£18,969.60
2012-13	£19,962.52
2013-14	£19,693.21
2014-15	£19,456.03

2013-14 Charges Breakdown

Service	Total Charges
Water Volume	£55,754.44
Water Fixed	£18,223.33
Waste Volume	£93,362.28
Waste Fixed	£18,653.22
SWD	£450,775.80
Discount	-£81,933.54
Other	£0.00

2014-15 Charges Breakdown

Service	Total Charges
Water Volume	£44,125.09
Water Fixed	£20,730.12
Waste Volume	£73,543.23
Waste Fixed	£21,296.54
SWD	£450,502.82
Discount	-£82,376.73
Other	£0.00

6. Waste Minimisation & Management

In June 2011 the SCS rolled out a nationwide waste and recycling programme. Prior to this time, the only material being recycled across the estate was confidential waste. At this time, data relating to the mass of each waste stream started to be collected, but it wasn't until 2012-13 that this data started to become complete enough to be meaningful.

As seen in the graph below, the total mass of waste coming out of our buildings has increased by almost 40%. It is thought that this is largely due to improved data collection methods and a better management monitoring of the waste process across the estate, rather than an actual 40% increase in waste volume.

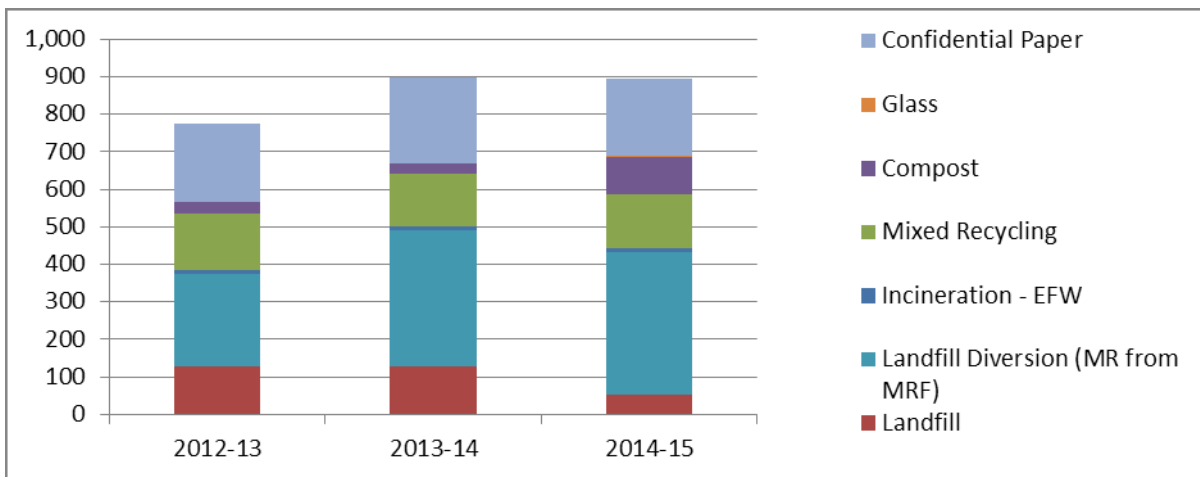


Table 6 – Waste Volumes 2012-13 to 2014-15

Even taking this increased mass into account, the procurement of the centralised waste and recycling contract has managed to significantly reduce CO_{2e} emissions due to waste as shown in table 7 below.

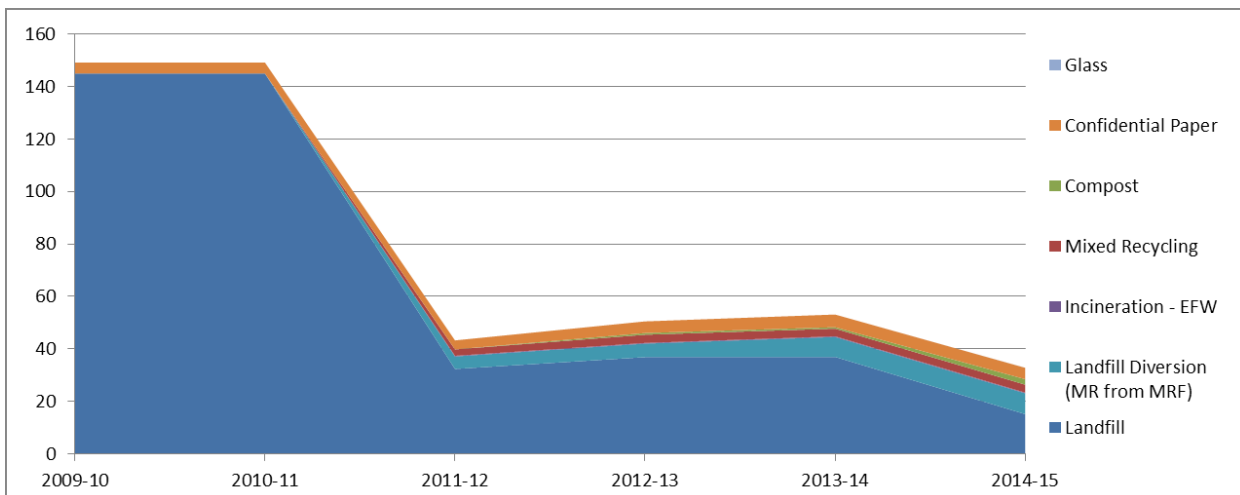


Table 7 – Waste CO_{2e} Emissions 2009-10 to 2014-15

*Note – The SCS has used Defra Carbon Conversion Factors as this was the recognised best method when our targets were set 5 years ago. In future the Zero Waste Scotland Carbon Metric calculation methodology will be used.



7. Finite Resources

The UK Government has policy objectives to reduce the use of finite, natural resources. It is important that public sector organisations lead the way in monitoring, managing and reporting the use of finite resources. The SCS, through both its Energy Carbon Standard and Carbon Trust Water Standard accreditations, has demonstrated its significant reductions in energy and water consumption and its on-going commitment to additional improvements in reduction of consumption across the estate. For future reporting, the SCTS will cover both direct and indirect water use.

8. Climate Change Adaptation

Planning for the risks and opportunities presented by the changing climate is essential for business continuity and efficiency. We are committed to strengthening our business continuity management and resilience planning in line with the approach outlined in Adaptation - Scotland's Climate Change Guide ²³.

9. Action on Biodiversity

In our sustainability policy we state that the SCTS will take all reasonable measures to protect and improve the natural biodiversity of flora and fauna around its buildings and estate through the following procedures:

- *The SCTS will improve staff awareness of biodiversity issues through a range of awareness raising measures.*
- *Construction project specifications will ensure the protection of biodiversity and reduce the impact of operations to the local flora and fauna.*
- *While protecting the estate, the SCTS will encourage and improve habitats that will attract and support a wide range of flora and fauna.*
- *The SCTS will communicate and where appropriate work with national and local conservation bodies taking advice on ways of minimising our impact and where practical improving the biodiversity of the local environment.*
- *The SCTS will ensure through its procurement processes that where possible it will only purchase materials and services that are obtained through recognised sustainable practices that do not adversely impact on biodiversity.*

Sites within the estate which contain planted or wild areas are primarily Lochmaddy, Airdrie, Edinburgh and Glasgow Sheriff Courts and it is intended that more stringent measures to protect and improve the natural biodiversity of flora and fauna around the estate will be incorporated into the next Total FM tender due to be procured during 2016.

10. Sustainable Procurement

The SCTS complies with the Procurement Reform (Scotland) Act, which received Royal Assent in June 2014, and which permits inclusion of environmental factors in public procurement. We promote minimum environmental standards and performance characteristics of goods and services through a variety of existing policies and tools.

The SCTS will only procure natural materials in accordance with international agreements such as the Forest Stewardship Council (FSC) and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) agreement in line with current corporate procurement and environmental policies.

²³ Adaptation - Scotland's Climate Change Guide
<http://www.adaptationscotland.org.uk/3/105/0/Adapting-to-Climate-Change--Workbook-for-Public-Sector-Organisations.aspx>



Procedure - Environmentally Sensitive Materials

The SCTS commits, where possible, to:

- *Purchase and specify sustainably produced products (such as joinery, fittings, furniture and veneers). Specify in purchase orders and contracts that suppliers provide documentary evidence that the materials have been lawfully obtained from sources which are managed to sustain their biodiversity, productivity and vitality, and to prevent harm to other ecosystems and any indigenous people.*
- *Consider buying recycled materials or products made from reclaimed material where it is cost effective and practicable to do so.*
- *Developing and putting in place procedures for monitoring these materials and other environmentally sensitive materials, exchanging information and examples of best practice with other departments and agencies.*

The SCTS is committed to the Construction Task Force's report "Rethinking Construction" with its targets for sustained improvement.

Procedure - Procurement of Goods and Services

Procurement has a very significant environmental impact. The SCTS is therefore committed through its buying decisions to:

- *Meet EU regulatory requirements.*
- *Meet UK Government's policy on public procurement with its requirement to obtain best value for money and its commitment to the Construction Task Force's report "Rethinking Construction" with its targets for sustained improvement.*
- *Require all purchases to be made in accordance with the published SCTS policy statement, relevant legislation, guides for suppliers and buyers and other official guidance.*
- *Ensure that the practice of its suppliers is consistent with this statement by conducting at least one pilot project or environmental audit covering an operational area or function.*
- *Specify recycled products and re-refined mineral oils where practicable.*
- *Use the European Commission's mandatory energy labelling scheme by giving preference to the most energy efficient products where they give value for money and identify environmentally preferable products (i.e. those with a low environmental impact over their life cycle).*
- *Adopt the Scottish Government's ["Sustainable Procurement Action Plan"](#) to inform its buyers and challenge suppliers who provide information about their products which may appear to contravene the standards set out in the plan.*
- *Evaluate, as appropriate, the environmental performance of tenderers when relevant to the contract.*

11. Sustainable Construction

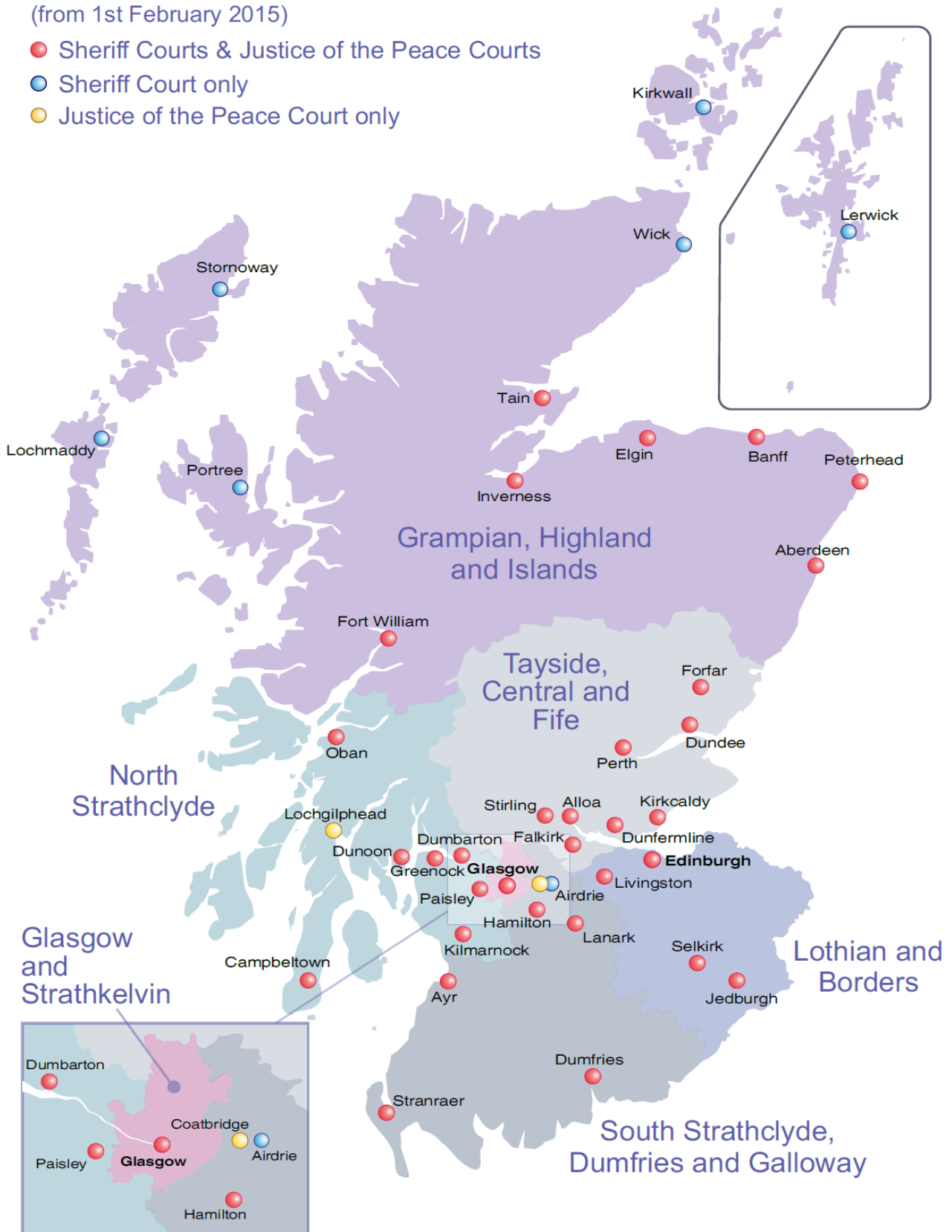
The SCTS will seek to ensure that all future major refurbishments and new builds are required to be Building Research Establishment Environmental Assessment Method (BREEAM) assessed to a standard of 'very good' for refurbishments and 'excellent' for new builds. In addition the organisation is committed to reducing construction waste to landfill and ensures that all major refurbishment and new build projects have clauses requiring details on waste streams.

Annex 6 – SCS Locations

Scottish Court Service Court Locations

(from 1st February 2015)

- Sheriff Courts & Justice of the Peace Courts
- Sheriff Court only
- Justice of the Peace Court only





Annex 7 – Accounts Direction from Scottish Ministers

DIRECTION BY THE SCOTTISH MINISTERS

In accordance with section 19(4) of the Public Finance and Accountability (Scotland) Act 2000.

1. The statement of accounts for the financial year ended 31 March 2006 and subsequent years shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FRM) which is in force for the year for which the statement of accounts are prepared.
2. The accounts shall be prepared so as to give a true and fair view of the income and expenditure, recognised gains and losses, and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
3. This direction shall be reproduced as an appendix to the statement of accounts. The direction given on 29 March 2001 is hereby revoked.

Signed by the authority of the Scottish Minister

Dated 17 January 2006



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