

SCTS Business Plan Delivery Report 2019-20 – End Year Position

OUTCOMES	Delivery Date	Status (RAG)	Progress as at end of 2019-20 Business Year	Commentary	
1. A Well Supported Judiciary (WSJ)	<p>WSJ: O1 We will fulfil our purpose of supporting justice by delivering the administration of Scotland’s courts, devolved tribunals and Office of the Public Guardian to a consistently high standard using the SCTS Board Scorecard metrics to monitor performance.</p>	Through 19-20 <i>(reports quarterly)</i>	Complete	<ul style="list-style-type: none"> The Board Scorecard for 2019-20 outlining quarterly performance against the agreed Key Performance Indicators for the organisation is published on the SCTS Board page of the SCTS website: http://www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board 	<ul style="list-style-type: none"> The scorecard was presented to the SCTS Board quarterly, with KPIs reviewed annually.
	<p>WSJ: O2 We will introduce electronic case submission in civil simple procedure cases – supporting active case management and the use of digital case files.</p>	Apr 19	Complete	<ul style="list-style-type: none"> Electronic case submission for Simple Procedure was launched in April 2019 providing a fully digital on-line service, the first of its kind in UK, with uptake exceeding expectations for the year. First fully digital hearing took place in August 2019 at Aberdeen Sheriff and JP Court. 	<ul style="list-style-type: none"> Outcome complete. Scoping of new case management system projects is underway for Court of Session and Office of the Public Guardian & Tribunals (see DI:04).
	<p>WSJ: O3 We will explore how the management of summary criminal cases can be improved to ensure they are resolved at the earliest appropriate stage – analysing approaches that will be trialled at pilot sites.</p>	Ongoing to 2020	Complete	<ul style="list-style-type: none"> 18-month pilots began on 6 January 2020 in three sheriff courts (Dundee, Hamilton & Paisley) with positive early feedback. Case Management Practice Note 2 was published on 4 November 2019 to facilitate live pilots. 	<ul style="list-style-type: none"> Outcome complete – the pilots are currently on-hold due to the impact of COVID-19 pandemic, but will re-commence in due course.
	<p>WSJ: O4 We will support the tribunals’ judiciary through the ongoing programme of tribunals’ reform, including the expansion of the Social Security Chamber, General Regulatory Chamber and the establishment of the Mental Health Chamber of the First Tier Tribunal for Scotland.</p>	Dec 19	Part Delivered – completion in 2020-21	<ul style="list-style-type: none"> Parking & Bus Lanes Appeals (GRC) transferred on 1/4/20. Social Security Chamber (SSC) – all three Phases of Best Start Grant appeals implemented with preparations for next wave of benefits progressing. Transfer of the Mental Health Tribunal for Scotland has been delayed until later in 2020, due to a need for regulations to be promoted by the Scottish Government. 	<ul style="list-style-type: none"> Work to manage the transfer of devolved tribunals into the First Tier Tribunal for Scotland will continue under the auspices of the Tribunals Reform Programme in 2020-21, although there may be some further delays as a consequence of COVID-19.

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2. Satisfied Courts & Tribunals Users	<p>SCTU: O1 We will continue to build understanding of our users’ needs by commissioning a detailed service users’ survey and analysing its results.</p>	Dec 19	Complete	<ul style="list-style-type: none"> • Court User Satisfaction Survey report was published on 7 January – overall satisfaction remained at 92%, equalling highest levels recorded in 2017 survey. 	<ul style="list-style-type: none"> • Outcome complete.
	<p>SCTU: O2 We will maintain high service standards across the organisation using the Customer Service Excellence assessment (CSE) programme to verify those standards and ensure that we build on best practice.</p>	Nov 19	Complete	<ul style="list-style-type: none"> • CSE re-accreditation confirmed with compliance plus ratings increased from 13 to 14. • Finalised CSE 2019 report was published in early January confirming key strengths of SCTS’ knowledgeable & hardworking staff plus a strong customer care focus. 	<ul style="list-style-type: none"> • Outcome complete. The 2019 process has been reviewed with new evidence for the 2020 CSE assessments being prepared.
	<p>SCTU: O3 We will continue to focus on our service to victims and witnesses, reviewing our published service standards to ensure they are being met and to make further improvements where possible.</p>	Mar 20	Complete	<ul style="list-style-type: none"> • Court familiarisation videos being taken forward as part of wider criminal justice court reform work. • SCTS supports SG Victims Taskforce, including initiatives to develop a Trauma Informed Workforce & Victim Centred Approaches. 	<ul style="list-style-type: none"> • Outcome complete. SCTS continuing to support partners through annual production and review of relevant elements of the Standards of Services for Victims & Witnesses Annual Report.
	<p>SCTU: O4 We will develop specialist suites in Glasgow, Edinburgh, Aberdeen and Inverness – which will enable pre-recording of evidence from child and vulnerable witnesses – ensuring they can give their best evidence at an early stage, minimising the likelihood of further harm or trauma.</p>	Jan 20	Part Delivered – completion in 2020-21	<ul style="list-style-type: none"> • Vulnerable Witnesses (Criminal Evidence) (Scotland) Act commenced on 20 January, setting a legal presumption in favour of pre-recording evidence (initially child witnesses High Court cases). • Glasgow Evidence and Hearings Suite launched in November 2019 with a specialist Sensory Hearing Facility for child and vulnerable witnesses opened in February 2020. 	<ul style="list-style-type: none"> • The suites at Inverness, Aberdeen and Edinburgh are under development and will launched during 2020-21.

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3. Skilled & Motivated People	<p>SMP: O1 We will establish a mentoring programme and launch a new leadership development programme – to invest in our future leaders and build effective leadership at all levels.</p>	Complete	<ul style="list-style-type: none"> New SCTS Leadership Programmes developed and delivered. ELDP (Executive Leadership), LNF (Leadership for Now & Future) and Tribunals Leadership Programme. Mentoring plan developed with mentoring undertaken by ELDP cohort and the Executive Team. New First Line Management Programme rolled-out. 	<ul style="list-style-type: none"> Outcome complete.
<p>SMP: O2 We will ensure that all our people have the support they need to deal with often challenging work – training all line managers in mental health awareness, piloting mental health awareness training for all colleagues and introducing a range of wellbeing support mechanisms including the procurement and promotion of a Trauma Support Service.</p>	Complete	<ul style="list-style-type: none"> Wellbeing initiative launched including: new Wellbeing Online Hub; ‘See Me’ mental health survey; trauma support service and Wellbeing Passport. Work continuing to maintain and improve wellbeing at local levels. Completed the Strengthening Resilience pilot. 	<ul style="list-style-type: none"> Outcome complete – work will continue in this area to maintain vital support for staff dealing with challenging work and trauma – amplified by COVID-19. 	
<p>SMP: O3 We will review our current HR systems to inform development of a new integrated system – awarding a contract to develop a system that will improve services, enhance compliance and support decision making through the provision of reports and analytics.</p>	Complete	<ul style="list-style-type: none"> Contract awarded to supplier following a review of costs and project governance by SCTS Change Board. Discovery Phase completed which is informing refreshed business case and phased implementation plan. 	<ul style="list-style-type: none"> Outcome complete. Phase one implementation of core HR payroll systems is on track for end of 2020. 	
<p>SMP: O4 We will analyse the training needs of the organisation – and develop a new curriculum to address the range of skills and knowledge that will be required in future.</p>	Complete	<ul style="list-style-type: none"> Learning Needs Analysis (LNA) evaluation completed. A new Technical Training Committee has been established, which, combined with the professional training committee oversees and prioritises learning needs and provision across the organisation. A new technical training curriculum has been developed and is now in place. 	<ul style="list-style-type: none"> Outcome complete. 	

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4. A Well-managed Estate	<p>WME: O1 We will open the new Justice Centre in Inverness, providing a state of the art facility for the delivery of justice in a multi-agency, collaborative and sustainable environment.</p>	Apr 20	Complete	<ul style="list-style-type: none"> • Facility opened on 30 March 2020 – providing modern, environmentally sustainable court and tribunals facilities with integrated justice services for users and specialist facilities for children and vulnerable witnesses. • Operating as one of SCTS’ 10 hub courts during COVID-19 pandemic supporting essential business via high quality technology and video links. 	<ul style="list-style-type: none"> • Outcome complete. Formal launch ceremony postponed due to COVID-19 pandemic.
	<p>WME: O2 We will conclude the first phase of enhanced court facilities in Kirkcaldy, providing improved access to justice and a better experience for court users and staff. The project is due to complete early November and the new court programme will commence in January 2020.</p>	Jan 20	Complete	<ul style="list-style-type: none"> • New two-court complex and custody suite completed, improving efficiency and flexibility for managing day-to-day criminal business, and providing improved accommodation for all service users. 	<ul style="list-style-type: none"> • Outcome complete.
	<p>WME: O3 We will retain our position as a leading public sector organisation in sustainability by maintaining Carbon Trust Triple standard accreditation, and meeting our demanding carbon reduction targets.</p>	Ongoing to Mar 20 (perform reported ¼)	Complete	<ul style="list-style-type: none"> • The SCTS retained its Carbon Trust (CT) ‘Triple Standard’ accreditation for the year. • Annual report confirms a 7% reduction in CO2 emissions against a 2.5% annual target. 	<ul style="list-style-type: none"> • Outcome complete – development of a longer-term capital investment plan is under way to explore options for achieving carbon-neutrality in-line with Scottish Government’s 2045 net-zero pledge.
	<p>WME: O4 We will continue to address backlog maintenance across the court and tribunal estate, to improve facilities and ensure that the health, safety and welfare of customers and staff is maintained – addressing priorities identified at key sites including Glasgow, Peterhead and Dumbarton.</p>	Mar 20	Complete	<ul style="list-style-type: none"> • Backlog maintenance expenditure reported in SCTS Board scorecard £4.64m invested in backlog maintenance during 2019-20. • Peterhead Sheriff and JP Court and Dumbarton upgrade works are finished with final improvements in Glasgow expected to complete in 2020-21. 	<ul style="list-style-type: none"> • Quarterly reporting against target maintenance backlog spend will continue throughout 2020-21.

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5. Efficiency & Best Value				
<p>EBV: O1 We will review our operating model for the delivery of criminal business to ensure that our structure and processes best meet the range and volumes of business that we face.</p>	Dec 19	Part delivered – will continue through 2020-21	<ul style="list-style-type: none"> Judicially-led Review on Management of Sexual Offence cases progressing – its work has taken longer than initially planned due to a desire to fully explore issues (plus the onset of COVID-19). Three pilots of new approaches for case management of summary criminal cases commenced on 6 Jan 2020 (see WSJ: 03). 	<ul style="list-style-type: none"> Interim report of the review, which had been due towards the end of the 2019-20 business year, has been delayed due to the impact of COVID-19.
<p>EBV: O2 We will consolidate our key external website platforms, to create a more efficient and resilient service offering high quality information and services to customers.</p>	Mar 20	Complete	<ul style="list-style-type: none"> Social Security Chamber website launched successfully. Mental Health Chamber development began in September – staff training undertaken and awaiting date for roll-out. 	<ul style="list-style-type: none"> Good progress made throughout the year – work in this area will continue as new tribunal chambers are transferred as part of the wider tribunals reform programme.
<p>EBV: O3 We will deliver our Procurement transformation programme, reviewing key contracts to deliver savings of £250K through more effective contract management.</p>	Mar 20	Complete	<ul style="list-style-type: none"> Target exceeded with £502k of savings realised through improved contract management and development. 	<ul style="list-style-type: none"> Outcome complete.
<p>EBV: O4 We will improve accessibility to our services for British Sign Language users and people with disabilities through the use of electronic support services and more accessible information on our work.</p>	Mar 20	Complete	<ul style="list-style-type: none"> British Sign Language video and publication launched on SCTS website in late 2019, and enhanced auxiliary aids introduced. Trained Jury Liaison Officers across estate available to support potential jurors with impairments, and providing court visits. 	<ul style="list-style-type: none"> Outcome complete.

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6. Digital Innovation	<p>DI: O1 We will strengthen our core digital infrastructure, rolling out unified communications and Windows 10 across the organisation to provide secure and flexible technology platforms for all our work.</p>	Ongoing through 2020	Complete	<ul style="list-style-type: none"> Unified Communications (UC) rolled out across estate providing communications tools including instant messaging and video conferencing – enhancing remote working capabilities during COVID-19. Estate-wide Windows 10 upgrade near completion. 	<ul style="list-style-type: none"> Outcome complete. Windows 10 roll-out expected for completion in year and postponed due to distancing restrictions of COVID-19 – will complete in 2020. Roll-out of additional video-conferencing capabilities to hear court cases remotely during COVID-19 response has been successful.
	<p>DI: O2 We will extend our courtroom technology refresh programme – upgrading the technology in a further 10 courts, increasing the range of court to prisons video links and supporting the development of enhanced facilities for conducting business and recording evidence remotely.</p>	Feb 20	Complete	<ul style="list-style-type: none"> 12 courtroom upgrades with funding from the Criminal Justice Digital Transformation funding. Court-to-Prison video link capability now in all 39 courthouses. 	<ul style="list-style-type: none"> Outcome complete – with work ongoing to establish police custody suite-to-court video links for the hearing of custody cases during the COVID-19 pandemic.
	<p>DI: O3 We will continue to invest in our digital resilience as systems and services are developed – maintaining our ability to share information securely with key justice partners and achieving “Cyber Essentials Plus” accreditation to verify progress.</p>	Mar 20	Part Delivered – work ongoing	<ul style="list-style-type: none"> Annual IT Health Check undertaken to review system resilience. PSN accreditation process completed. Action Plan being taken forward with Cabinet Office. 	<ul style="list-style-type: none"> Good progress made throughout the year – PSN Remedial Action Plan (RAP) for 2020 accreditation ongoing with some actions delayed due to COVID-19.
	<p>DI: O4 We will commence development of a new case management system for the Office of the Public Guardian to improve resilience and enable new ways of providing services.</p>	Mar 20	Complete	<ul style="list-style-type: none"> 8-week discovery phase complete based on existing Integrated Case Management System (ICMS) platform. Business case being developed for new case management systems in both OPG and tribunals. 	<ul style="list-style-type: none"> Outcome complete for the year – implementation of new OPG digital system dependant on additional funding being secured in 2020-21.

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7. Purposeful Collaboration with Justice Partners	<p>CJB: O1 We will work with the Justice Board for Scotland and the Victims Taskforce, supporting their vision and priorities by sharing our plans and considering future reform from the perspective of the justice system as a whole.</p>	Justice Board meets through 19-20	Complete	<ul style="list-style-type: none"> Continued positive participation in the work of the Justice Board and associated planning groups, with a cross-justice workshop held in year on collaborative working. 	<ul style="list-style-type: none"> SCTS continues to support Local Criminal Justice Boards, the justice systems planning group and the detailed cross-justice work under COVID-19 to ensure confidence is maintained in the justice system and its users are safe. SCTS is working collaboratively to ensure essential business is maintained so far as possible with case backlogs minimised, to facilitate the most effective recovery.
	<p>CJB: O2 We will continue to manage criminal business levels effectively – using the resources available to achieve the target optimum period between first calling and trial diet of 16 weeks in summary business and 8-10 weeks in domestic abuse cases wherever possible.</p>	Ongoing to Mar 20 (monitored monthly)	Complete	<ul style="list-style-type: none"> National average summary trial waiting period constant at 12-13 weeks – all courts within 16-week targets prior to COVID-19 “lockdown”. National average waiting period for domestic abuse cases constant at 9-weeks – court fluctuations tackled with quick remedial action to bring back to targets. 	<ul style="list-style-type: none"> Court programmes are kept under periodic review across the country to ensure that resources are being used as effectively as possible.
	<p>CJB: O3 We will provide the administrative support the Scottish Civil Justice Council and Scottish Sentencing Council require to effectively deliver their distinct work programmes to a high standard.</p>	Ongoing (detailed priorities in SSC & SJC Plans)	Complete	<ul style="list-style-type: none"> SSC – 12-week consultation on proposed sentencing guidelines for young people launched on 27 February. 	<ul style="list-style-type: none"> The SSC and SCJC publish more detailed business plans and reports – these are available at: https://www.scottishciviljusticecouncil.gov.uk/ https://www.scottishsentencingcouncil.org.uk/
	<p>CJB: O4 We will work with the Scottish Government and other justice agencies to oversee transitional arrangements to manage the impact of Brexit, ensuring rules of court are amended where necessary and that operational impacts on the justice system are minimised.</p>	¼ review by transition working groups	Complete	<ul style="list-style-type: none"> SCTS are continuing to monitor the development of Brexit deal negotiations along with justice partners, to identify any challenges to the courts and tribunals system and the justice system as a whole. 	<ul style="list-style-type: none"> Outcome complete for the year – SCTS has taken all relevant steps at this stage and will continue to closely manage the continuing degree of uncertainty.

RAG Colour Status

Green – Outcome on track. **Amber** – Board to be aware - progress has not proceeded as originally planned - issue being managed by the Executive.

Red – Board to consider - may require intervention or decision. **White** – Not yet started. **Blue** – Complete.

Note – where items are marked as red or amber a short assessment of any broader impact and/or any issues that the Board needs to consider is provided.